

City of Casey

Annual Report 2023/24



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Cover image: Kent Morris karta-kartaka (pink cockatoo) #1-#6 2023 and Zena Cumpston, karkala (bush bananas) 2023 and ngarta-kiira (to return to Country) #1-#10 2023, installation view from ngaratya (together, us group, all in it together), Bunjil Place Gallery, 2023. Photo: Christian Capurro

Welcome



Welcome

Welcome to the City of Casey’s *Annual Report 2023/24*

The annual report is the primary means of informing our community and important stakeholders about Council’s performance during the financial year, assessed against the *Council Plan 2021-25* and the *Budget 2023/24*.

The City of Casey is committed to transparent reporting and being accountable to the community. This report aims to provide a balanced review of the achievements and challenges in delivering services and infrastructure for our large and rapidly growing community.

This Annual Report also fulfils Council’s reporting responsibilities under the *Local Government Act 2020* and other legislation and complies with the *Local Government Performance Reporting Framework*.



Hakaya (Stories) of Eid 2024, presented in partnership with Bukjeh, Bunjil Place

Statement of Acknowledgement

The City of Casey proudly acknowledges the traditional owners, Casey’s Aboriginal communities and their rich culture and pays respect to their Elders past, present and future.

We acknowledge Aboriginal people as Australia’s first peoples and as the traditional owners and custodians of the land on which we work and live.

Diversity Statement

The City of Casey is home to remarkable diversity with many cultures, languages, faiths and communities of worship, ages, LGBTIQA+ identities, and landscapes together forming our rich and dynamic community story.

From our first Australians to our most recent arrivals and every wave between, the City of Casey welcomes and represents all community members and their respective ambitions to live healthy, rewarding, and happy lives. We recognise this diversity as our strength and we aim to share, nurture, and celebrate it.

Our Vision

The City of Casey’s Vision is to ‘become a more connected, bold and resilient community.’

The Vision was informed by feedback and insights obtained through Council’s largest ever community engagement program *Shape Your City*.

This insight allowed us to better understand what the community’s priorities are for their municipality, and the three high-level themes emerged:

- **More Connected:** Connection is important to our community, whether it is focused on people, council, community or places.
- **Bold:** Becoming more innovative in embracing change and exploring opportunities which create services for our community, while building a sense of pride.
- **Resilient:** Becoming more adaptable in how we respond, creative in how we evolve our economy and sustainable in how we use our resources, will ensure we are a great city long into the future.

The *Council Plan 2021-25* sets out how we plan to deliver on our Vision, with seven strategic objectives that help us work towards becoming a more connected, bold and resilient community.

Our Values

Our organisation’s values are to ‘*dream big, empower each other, and make our community proud*’.

These values reflect what is important to Council’s workforce and drives its behaviour.

These values reflect Council’s aspirations for how staff, contractors and volunteers work together for the community.

Our workforce believes in being bold, innovative, collaborative and has an unwavering focus on service to our community.

City snapshot

Our history

As a municipality, the City of Casey was established in 1994 after most of the City of Berwick, much of the City of Cranbourne and a small part of the City of Knox were amalgamated.

The name ‘Casey’ was given to the city in recognition of the area’s links with Lord Richard Casey, the 16th Governor-General of Australia.

Our location

The City of Casey is 410 square kilometres in area and located 35 kilometres southeast of Melbourne’s central business district.

The City of Casey is one of the fastest growing Local Government Areas (LGAs) in Australia and is the most populous Council in Victoria. Well-established urban areas with significant heritage value and a green peri-urban growth front, make Casey a fast changing, vibrant and diverse city in which to live.

Our Administrators

The Minister for Local Government appointed a panel of administrators to the City of Casey following the dismissal of all Casey City Councillors under the *Local Government (Casey City Council 2020) Bill*, which passed parliament on 19 February 2020. The panel of administrators will remain in the position until October 2024.

While in office, Administrators must perform all the functions, powers and duties of a Councillor of the City of Casey, as set out in the *Local Government Act 2020*.

The panel of Administrators for the City of Casey are:

- Noelene Duff PSM —Chair of Administrators
- Miguel Belmar
- Cameron Boardman

Our suburbs

Casey’s suburbs

- 01

Beaconsfield (part)
- 02

Botanic Ridge
- 03

Berwick
- 04

Blind Bight
- 05

Cannons Creek
- 06

Clyde
- 07

Clyde North
- 08

Cranbourne
- 09

Cranbourne North
- 10

Cranbourne East
- 11

Cranbourne South
- 12

Cranbourne West
- 13

Devon Meadows
- 14

Doveton
- 15

Endeavour Hills
- 16

Eumemmerring
- 17

Five Ways
- 18

Hallam
- 19

Hampton Park
- 20

Harkaway
- 21

Junction Village
- 22

Lynbrook
- 23

Lyndhurst
- 24

Lysterfield South
- 25

Narre Warren
- 26

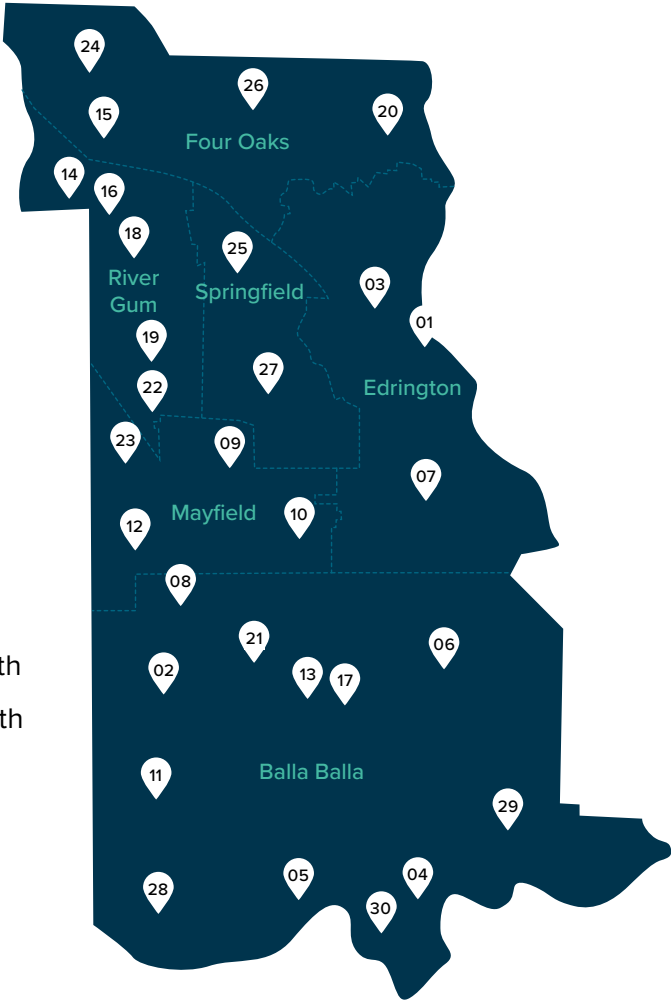
Narre Warren North
- 27

Narre Warren South
- 28

Pearcedale
- 29

Tooradin
- 30

Warneet



The electoral structure for Casey is 11 councillors, divided into six wards. Earlier this year, the Minister for Local Government announced a new ward structure for Casey. From Saturday 26 October, the electoral structure will change to single councillor wards, comprising of 12 councillors/wards.



Noelene Duff PSM

Ms Noelene Duff is an experienced Board member with a demonstrated history of working in the government and non government sector, including as Chief Executive Officer for nearly two decades. She is skilled in:

- governance
- community and stakeholder engagement
- change management.

She received a Public Service Medal in the 2020 Australia Day Honours in recognition of her outstanding service to local government in Victoria and in 2019 was the recipient of the Victorian Planning and Environmental Law Association (VPELA) Paul Jerome Award for her outstanding contribution to public service in Victoria.



Miguel Belmar

Mr Miguel Belmar is an experienced barrister and member of the Victorian Bar. He has advised on:

- matters involving town planning and land development law
- applicants and objectors at VCAT hearings and planning panels.

In 2010, he became a nationally accredited mediator and has mediated in different legal areas. Mr Belmar was also a member of the Victorian Football Federation Tribunal. He oversaw matters involving infringements of soccer rules.



Cameron Boardman

Mr Cameron Boardman is an experienced leader and is currently the Director of the Oceania Cyber Security Centre (formerly the Centre’s inaugural Chair). Previously, he has held leadership positions as:

- Chief Executive Officer of au Domain Administration Ltd (auDA)
- Executive Director for Investor Engagement within the Department of Economic Development, Jobs, Transport and Resources
- Executive Director for Innovation, Technology and Industry Programs at the Department of State Development, Business and Innovation

Additionally, he led the economic development activities for the Hong Kong SAR Government in Australia and New Zealand. He served two terms as an elected Member of the Parliament of Victoria, has been a member of Victoria Police and attended the Royal Military College, Duntroon. Mr Boardman also holds a Master of Business Administration, Master of Global Business Law, is a graduate of the Australian Institute of Company Directors and is a member of the Victorian Government’s Expert Advisory Panel on Cyber Security.



Our community

Population



413,786¹
The estimated population of Casey in 2024 is 413,786¹ and is the most populous LGA in Victoria.



5,300
There were 5,300 babies born in 2023.

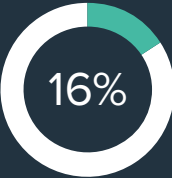
Diversity



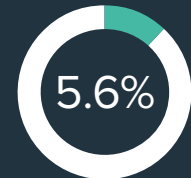
Casey has the second largest Aboriginal and Torres Strait Islander population in Greater Melbourne.



2,845
Approximately 2,845 Aboriginal and Torres Strait Islander people call Casey home.¹

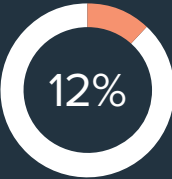


16% of people born overseas are recent arrivals (arrived in the last five years between 2016 and 2021).¹



An estimated 5.6% of Casey adults identify as part of LGBTIQA+ communities⁸

Care



12% of Casey residents provide care to a person living with a disability, health condition or due to old age.¹

More information on community facts can be found in Appendix A.

Footnotes:
¹ ABS, 2021. Some facts are based on the latest available information from the 2021 Census data.
⁶ NIEIR, 2023 ; ABS, 2021 (experimental imputed) — by place of work
⁸ Victorian Population Health Survey, 2017

Jobs

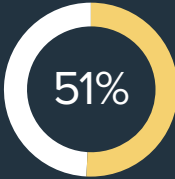


99,000
There are 99,000 jobs in Casey.⁶

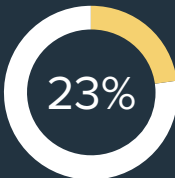


199,800
199,800 residents are employed.⁶

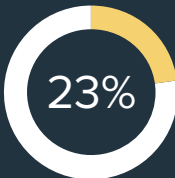
Housing



51% of occupied dwellings are owned with a mortgage.



23% of dwellings are being rented.



23% of dwellings are owned outright.¹

The year in review



Wilson Botanic Park Dino Safari

Message from the Chair of Administrators

I'm delighted to present the final *Annual Report 2023/24* on behalf of the Panel of Administrators. This report not only celebrates our successes but also charts a bold course for the future, built on our unwavering commitment to our community.

As I reflect on the past year, I am both proud and inspired by the remarkable work we have undertaken in conjunction with the organisation and the Casey community.

After four years of administration, myself together with my colleagues Miguel Belmar and Cameron Boardman, have undertaken extensive planning to ensure a smooth and successful transition to elected Councillors, later in the year when elections will occur, and elected Councillors return to govern the City of Casey once again.

Planning for the return of Councillors, the organisation delivered several 'Role of Council' candidate information sessions to support community members considering running for Council. Council also provided a detailed submission in response to the State Government's proposed Local Government Reforms Paper 2024, which aims to improve governance and integrity in Local Government across Victoria, through legislative changes.

Earlier this year, the Minister for Local Government announced a new ward structure for Casey. The current electoral structure in Casey has 11 councillors, divided into six wards. From Saturday 26 October, the electoral structure of Casey will change to single councillor wards, comprising of 12 wards.

The health and wellbeing of our community remains a priority for Council. I'm proud of our commitment to planning for and providing the infrastructure, opportunities and experiences for residents, in line with our vision to become a more connected, bold and resilient community.

Casey recently appointed Aligned Leisure to manage seven of Casey's fantastic leisure facilities, which have a combined annual visitation of over 3.5 million people. Streamlining

the management of Casey ARC, Casey RACE, Doveton Pool in the Park, Casey Stadium, Endeavour Hills Leisure Centre, Olive Road Sporting Complex and The Shed Skatepark, will lead to greater operational efficiencies and provide a coordinated service offering throughout Casey.

During the 2023/24 financial year all 23 playground renewal projects were successfully completed and open to the public. At Casey Fields, the state-of-the-art City Football Academy Melbourne officially opened, setting a new standard for football facilities in Australia. Home to the Melbourne City Football Club, this impressive facility was designed and built with global best practice in mind. Also at Casey Fields, stage two of the Casey Fields Fitness Trail was completed. The 1.3 kilometres of path works complements the existing 2.8 kilometres of granitic path and is being enjoyed by local residents in particular.

While the new library lounge that opened in Cranbourne West provides a welcoming space for all residents to read, study and engage in community activities, the variety of resources and programs designed to support literacy and learning for all ages, ensures the lounge reflects Council's broader initiative to enhance community engagement and access to information.

From Dinosaurs roaring into Wilson Botanic Park to the Kungka Kunpu (Strong Women) exhibition showcasing the work of celebrated Indigenous women artists, I'm always impressed by the breadth of arts and cultural experiences the organisation delivers to the community.

Building on the success of last year's Summer Sounds community event, Bunjil Place came to life earlier this year, hosting Summer Stage. Over six weeks, the outdoor plaza was transformed into a mini summer festival. The variety of events catered to all ages and all budgets ensuring everyone had access to this wonderful community event. I'm looking forward to seeing what the team have planned for next summer.

I'm pleased to report that Council has made significant progress on delivering projects and initiatives that align with the organisations overarching Domain Strategies. These strategies outline the objectives, targets and future direction of the city across five key areas: Economic Development, Environment, Health and Wellbeing, Infrastructure and Transformation.

I'm proud to share a few highlights of just some of the work undertaken by Council to deliver on these crucial strategies, they include:

- Partnering with the Department Jobs, Skills, Industry and Regions (DJSIR) to review and amend Council's regulatory process making it easier to conduct business in Casey.
- Joining the Victorian Energy Collaboration (VECO), the largest ever emissions reduction project undertaken by local government in Australia, to transition to 100 per cent renewable energy for all Council building electricity from 1 July 2025.
- Endorsing the *Rainbow Action Plan 2024-2028*, providing a roadmap to support greater participation, inclusion, and protection from discrimination for LGBTIQA+ communities.
- Adopting the *Open Space Strategy 2023-2027*. The strategy provides a framework to guide the planning, design, development and management of open space in Casey.
- Improving and enhancing the customer experience through a tiered service model, digitised and automated forms, integrated email and a chat functionality in the contact centre to help resolve customer enquiries at first contact.

Feedback provided by the community, which includes the 65,685 visitors who engaged with Casey Conversations throughout the year, have helped shape the priorities and objectives for the Domain Strategies 2024/25 plans.

On behalf of my fellow Panel of Administrators, I'd like to thank our Chief Executive Officer, Glenn Patterson, the Executive Leadership team and Council officers for making our tenure

at Casey a positive, engaging and productive experience and for continuing to deliver for the Casey community.

It has been a privilege to work on behalf of the community to plan and deliver services and facilities for the benefit of Casey's current and future residents. Our accomplishments are the result of the collective effort and dedication of the Casey community, our organisation and many stakeholders and partners.

Finally, I would like to thank all the members of the community who participated in community engagement activities and events and encourage everyone to take the opportunity to get involved and help shape a better future for our city.



Noelene Duff PSM,
on behalf of Miguel Belmar
and Cameron Boardman.

Chair of Administrators, City of Casey

Message from the CEO

It's my privilege to share our 2023/24 Annual Report. This report is a wonderful reflection of the organisation's collective efforts, improvement and service focus and commitment to the Casey community. Every year I'm impressed by the scale of the organisation's accomplishments, and this year is no different.

As we approach the final year of our *2021-25 Council Plan*, we have worked hard to deliver on our Vision of becoming a more connected, bold and resilient community and we'll continue to be driven by our Vision.

It's an exciting time for the City of Casey, later in the year, residents will be asked once again to vote for a candidate to represent their community at Council. After a four-year hiatus, we'll soon be working with 12 new Councillors, each individually representing 12 wards.

We welcome these changes. The increase in the number of Councillors from 11 to 12, is more reflective of our growing population and the move to single councillor wards, promotes a fair and equitable representation of voters and supports good governance.

Throughout the year, we have been working diligently to ensure a smooth transition to the return of councillors to both the organisation and the community.

We look forward to welcoming and inducting the newly elected Council ensuring a continuity of good governance and the highest standard of integrity and transparency.

It's been a productive year as we have continued to deliver on the priorities and aspirations of our community identified through the Shape Your City community engagement program.

This feedback is invaluable, as it helps Council define our priorities and objectives in line with our five Domain Strategies, to deliver the infrastructure, projects and services the community has told us is important to them.

These priority areas of importance include, transport and infrastructure, safety and open space and recreation, and climate change and environment. I'm pleased to report that over the year, we have had some excellent outcomes from across the organisation supporting these priority areas. Some of those initiatives and actions include:

- Development of the *Climate Resilient Casey Plan 2024-2030* and the Casey Coastal Framework to prepare for changing climate conditions and increase the resilience of Casey's coastal areas.
- Completion of the *Greening Casey* plan to provide a strategic pathway to increasing tree canopy cover in Casey and on National Tree Planting Day last year, over 12,000 trees were planted by the community.
- Implementation of the Max Pawsey Reserve stormwater harvesting system. The stormwater harvesting system reduces the impact of nutrients and pollutant discharge through the landscape to Port Phillip Bay and is the first stage of the Narre Warren Alternative Water Project.
- Establishment of the Safer Casey Community Reference Group that meets quarterly, bringing together local agencies, police, and community leaders to discuss current issues and collaborate on solutions.
- Redevelopment of the Clyde Recreation Reserve which reopened earlier this year with upgraded facilities including enhanced sports fields and amenities, new playgrounds and picnic areas and shelters.
- Endorsement of the *Community Service Organisations (CSO) Growth and Attraction Framework 2024-27*, a targeted program to attract new CSOs to Casey to fill service gaps and enhance the health, wellbeing, and safety of residents.
- Delivery of extensive playground renewal projects across the city, with over 23 playground projects completed. This includes the Hampton Drive playground, Cherryhills fitness station and Avery Drive half basketball court.

- Construction of many roads including Glasscocks Road, South Gippsland Highway to Narre Warren Cranbourne Road, Hampton Park and Fisheries Road from North Road to Finsbury Road in Devon Meadows.

There was a lot to celebrate over the last 12 months. I was thrilled to see City of Casey awarded the prestigious World Smart City Expo Award for our innovative approach to urban development and smart city initiatives.

This recognition highlights our commitment to using technology and data to improve the quality of life for our residents. Last year the 2023 Special Olympics Victoria State Games were held in Casey. We hosted around 400 athletes, who competed in sports across Casey ARC, Casey Fields and Casey Stadium.

Our *Innovate Reconciliation Action Plan 2024-26* was officially endorsed by Reconciliation Australia. An important project, this plan outlines our commitment to fostering relationships with Aboriginal and Torres Strait Islander communities and includes initiatives aimed at promoting cultural awareness, respect and collaboration.

Earlier this year we hosted the 2024 Casey Community Awards, recognising individuals and organisations for their outstanding contributions to community, welfare and cultural enrichment. The finalists from multiple categories embody Casey's spirit of community service and innovation. The youth of Casey were also recognised for their creative achievements at an awards ceremony, celebrating artistic innovation and cultural diversity within the community.

As the state's most populous municipality and one of the fastest growing, it's important that we continue to meet the needs of our city. To help achieve this, our sustainable operating budget is directed towards priority services for the community. We will continue our investment in much-needed infrastructure and upgrades in 2024/25 through our Capital Works Program. Operationally, continued substantial investment will be made in early years, facilities, road network improvements

and more initiatives promoting environmental sustainability.

In all that we do at Casey, we remain steadfast in our commitment to improvement, effective growth management, and creating value for all our stakeholders. Most of all, we remain committed to the Casey community and in 2025 we are looking forward to again engaging with our community to develop the next Council Plan and refreshed Community Vision.

Finally, I acknowledge and thank our Panel of Administrators, who have taken up the role of Council for the past four years. It has been a pleasure to work collaboratively with the Chair of Administrators Noelene Duff and Administrators Miguel Belmar and Cameron Boardman. On behalf of all Council officers, Executive Leadership Team and the community, I thank you for your support, leadership and commitment to serving our city.



Glenn Patterson
Chief Executive Officer,
City of Casey

Highlights for the year



Casey Business Awards 2023

The awards ceremony, held in October 2023 at Bunjil Place, celebrated excellence, innovation, and resilience within our vibrant business community.

Open to all businesses in the City of Casey, these awards offer a chance for local businesses to gain recognition, network with successful peers and industry leaders, and

share best practices.

The City of Casey Business of the Year was awarded to Recovery In Mind Occupational Therapy. This Narre Warren-based business is a holistic occupational therapy service dedicated to empowering adults living with mental illness.

Congratulations to all the finalists for Casey Business Awards 2023!



Casey's 2024 Community Award Winners Announced

The winners of the 2024 Casey Community Awards were announced at a gala celebration event at Bunjil Place in March 2024. The awards recognised individuals and organisations for their outstanding contributions to community welfare and cultural enrichment.

The finalists, selected across multiple categories, embodied Casey's spirit of community service and innovation.

The awards ceremony celebrated their achievements and highlighted their positive impact on the local community. Council commended all winners and all the nominees for the contribution they make to our community.

Reconciliation Action Plan Endorsed

The City of Casey's *Innovate Reconciliation Action Plan 2024-26* was officially endorsed by Reconciliation Australia. This plan outlines Council's commitment to fostering relationships with Aboriginal and Torres Strait Islander communities and includes initiatives aimed at promoting cultural awareness, respect, and collaboration.

Key elements of the plan include cultural competency training for council staff, supporting Indigenous-led projects, and creating opportunities for cultural exchange.

The endorsement of the plan reflects the City of Casey's dedication to building a more inclusive and respectful community.

Revamped Clyde Recreation Reserve Ready to Serve Growing Community

The Clyde Recreation Reserve underwent a significant revamp, culminating in its reopening in April 2024.

The upgraded facilities now boast enhanced sports fields and amenities, as well as new playgrounds for families to enjoy.

The comprehensive renovations also included modernised sports facilities, updated

landscaping, and the addition of picnic areas and shelters.

These strategic improvements have transformed the reserve into a welcoming and versatile community hub, providing residents with an inviting space to participate in outdoor activities and host local gatherings.



Awards Showcase the Creative Talent of Casey's Youth

Casey's youth were recognised for their creative achievements at an awards ceremony, celebrating artistic innovation and cultural diversity within the community. The ceremony honoured young artists for their contributions across various disciplines, including visual arts, performing arts, and digital media.

Awards were presented in various categories, including visual arts, music, and performance, highlighting the vibrant and diverse talents of the region's youth. Winners were commended for their originality and dedication to artistic excellence, reflecting Casey's vibrant cultural scene and the talents of its young residents.

Summer Stage Festival comes to Bunjil Place

Between January and February 2024, Council hosted a Summer Stage festival at Bunjil Place which brought an unforgettable summer to the locals. For six weeks, the outdoor plaza was transformed into a buzzing mini-festival and staged lively performances and events throughout the summer. Shipping containers were creatively repurposed into a café and bar and inviting outdoor furniture was available for locals to

relax and soak up the sun. Cubbies for little explorers, giant games for some friendly competition, and water fountains were also at the site to help locals beat the heat. The festival provided events and entertainment catering to all ages and interests with kids and family shows, comedy, live music nights for adults, and health and wellness offerings. Council were proud to offer the south-east community a jam-packed program of free and affordable festivities and opportunities for the community to connect.



Community Events Calendar

The following outlines the events held for the community in 2023/24.



July 2023

- Winter Arts Festival 2023
- The Lost Dogs Disco

August 2023

- The 4C's Showcase: Cultivating Creative Cultures with Communities

September 2023

- Pet Expo at Wilson Botanic Park
- Bush Diwan exhibition
- When the Worlds Turn

October 2023

- Ageing Positively Festival
- Halloween at the Old Cheese Factory
- *For Our Elders* - NAIDOC event

November 2023

- Ash Keating: Pressure exhibition
- Jump IN Hip Hop and Cypher

December 2023

- Melbourne Stars Family Day at Casey Fields
- The Ten Tenors Christmas Performance
- Bunjil Place Christmas Tree

January 2024

- The 78-Storey Treehouse
- Summer Stage

February 2024

- Global Flavour Feast
- Summer Sounds
- Daytime Music Theatre: The Voice of Silvie Paladino
- Melbourne International Film Festival (MIFF) partnership

March 2024

- Emergent 2023: Graduate Showcase Exhibition
- Queen Forever
- Victorian State Ballet: Sleeping Beauty

April 2024

- Casey Kids Carnival at the Old Cheese Factory
- Hakaya of EID
- Nylon Zoo

May 2024

- Dino Safari at Wilson Botanic Park
- Beatles Legacy
- Kate Miller-Heidke

June 2024

- Winter Arts Festival 2024
- How to Catch a Star (Australian Chamber Orchestra production)
- Hybycozo - Deep Thought Installation

Moving forward

Challenges

During the 2023/24 financial year, Council's performance was impacted by several significant challenges and factors:

- Economic pressures and rising costs being experienced by the community, partners, suppliers and the organisation.
- The 3.5 per cent State Government rate cap, which limited Council's ability to fund infrastructure and service delivery for the rapidly growing community.
- Difficulties in accessing alternate funding sources such as State and Federal grants to supplement the constrained rate revenue.
- Managing the growing demand for services whilst keeping pace with the changing needs and expectations of the community.
- Responding to the State Government's Best Start, Best Life reforms which will increase kindergarten hours to 15 hours for 3-year-old and 30 hours for 4-year-old (pre-prep), resulting in a need for more kindergarten buildings, teachers and educators to meet the demand from the increased in kindergarten hours.

These compounding factors placed substantial strain on Council's capacity to meet the evolving requirements of the community.

Future outlook

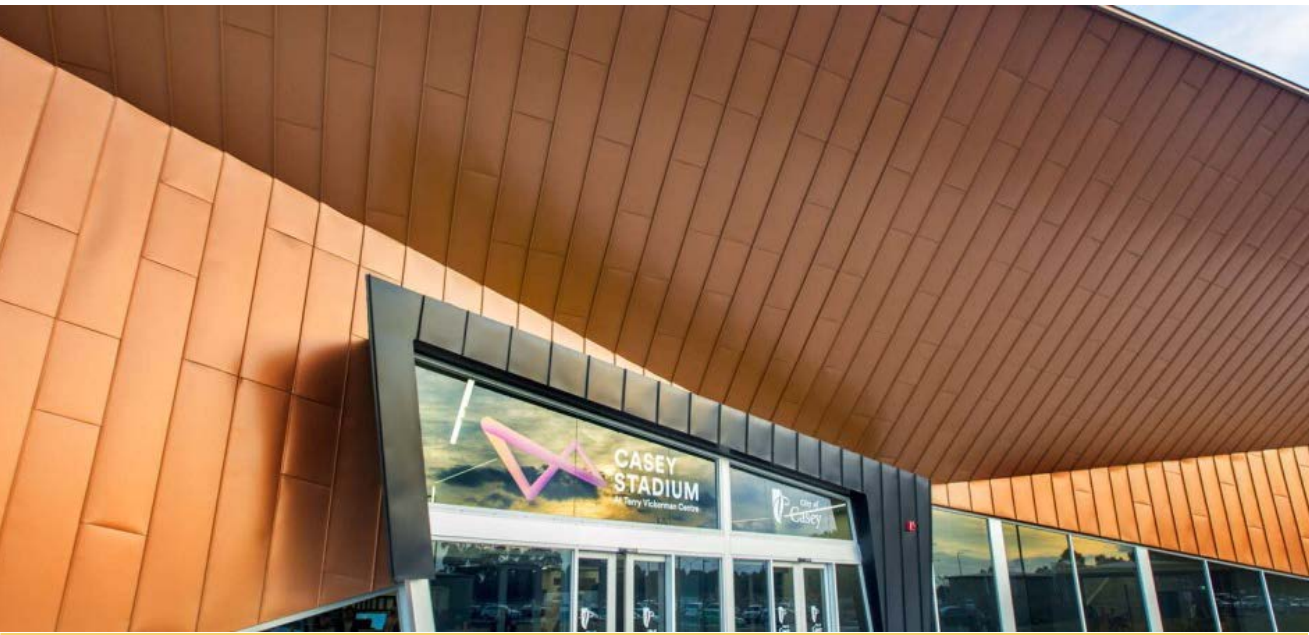
Looking ahead, Council will maintain a strong focus on the following key priorities:

- Enhancing the customer experience and continuing to invest in initiatives that better serve the needs of the community.
- Building trust and stronger partnerships with the local community and key stakeholders.
- Demonstrating a firm commitment to important community initiatives that will create inclusive and safe spaces for all members of the municipality.
- Continuing efforts to become a financially sustainable, efficient and future-ready organisation.
- Pursuing environmental sustainability through the implementation of key programs such as the Casey Climate Action Plan and Greening Casey.
- Delivering a capital works program that balances the renewal and maintenance of existing assets, while strategically planning for new infrastructure to support the growing community.
- Welcoming and inducting the newly elected Council to ensure a smooth transition and continuity of effective governance.

By focusing on these strategic priorities, Council will be better positioned to meet the evolving needs of the community and create a thriving, sustainable and inclusive future for the community.

Our focus for the year

Reviewing Council’s services



Every year, Council undertakes a service review program, which is guided by Casey’s Service Excellence Framework. This review program ensures that Council is well-positioned to deliver services that are appropriate, efficient, and effective. This year, three significant reviews were undertaken.

Leisure Facilities review

Last year, Council announced its plans to streamline the management and operation of seven of its leisure facilities, including Casey ARC, Casey RACE, Doveton Pool in the Park, Casey Stadium, Endeavour Hills Leisure Centre, Olive Road Sporting Complex, and The Shed Skatepark. These facilities were managed by three partners across four contracts, leading to operational inefficiencies. Following this review, the City of Casey appointed Aligned Leisure to take over the management of these major leisure facilities, to enhance the operational efficiency and customer experience across Casey’s leisure venues. This appointment came will come into effect on 1 July 2024.

Aligned Leisure deliver innovative, inclusive, high-quality programs within the facilities and out in the community which aims to significantly enhance member experience and have a positive impact on the community.

Kindergarten Service review

The Kindergarten Service review was undertaken in response to the State Government’s Best Start, Best Life forms, which aim to increase kindergarten hours for 3 and 4 year olds. The review outcomes, presented at a Council meeting on 16 April, 2024, highlighted that an additional 5,800 kindergarten places will be required by 2036, more than doubling the current capacity. In light of these findings, Council announced plans to implement a new service and infrastructure model that aligns with population growth while maintaining essential services. The new model will involve collaboration with alternative early years managers to deliver some kindergarten services starting in



2026, ensuring that current staff retain their positions and are relocated as necessary. Council remains committed to providing high-quality kindergarten services, managing Central Registration and Enrolment, and advocating for support from the State Government and other sectors to facilitate these reforms. The phased implementation of the new model is expected to take between five to six years, with a focus on ensuring all families in Casey can access quality and free kindergarten services in their local area. **Aged and Disability review** In response to the Commonwealth Aged and Disability reforms, the City of Casey undertook a comprehensive service review, culminating in the decision to transition out of Aged and Disability services in June 2022. This review identified the need for Council to streamline its service offerings, leading to the

recommendation to exit service provision for several services, specifically:

- Domestic assistance
- Respite care
- Personal care
- Home maintenance and property maintenance
- Social support groups

Council exited assessment service delivery effective from 31 August 2023 and assessment services transitioned to Mecwacare on 1 September 2023. As part of this transition, Council officially exited assessment service delivery effective August, 2023. Following this, assessment services were transferred to Mecwacare, a respected provider in the community, in September 2023.

Preparing for Council Elections 2024



Over the last 12 months, Council has undertaken a range of initiatives to ensure a successful transition back to elected officials for the community and our organisation.

To support community members who might consider standing for election, Council delivered several ‘Role of Council’ Candidate Information Sessions.

These sessions gave community leaders and residents the chance to learn more about the diverse range of functions and services local government provides, the role of Councillors and the resources required for potential candidates in the 2024 Local Government Elections.

The Municipal Association of Victoria (MAV) also conducted a session to support the sector in the upcoming elections. People who attended the MAV and Role of Council sessions were also informed of key election matters.

On 17 November 2023, the State Government announced its intention to introduce legislative reforms in 2024 to support improved governance and integrity across the local government sector ahead of the 2024 Council general elections.

In response to these reforms, Council provided a submission to the Local Government Reforms Paper 2024. The consultation paper provided an overview of three key reform areas, which were:

- Reforms to strengthen Council leadership, capability and councillor conduct
- Reforms to improve early intervention and effective dispute resolution
- Reforms to strengthen oversight mechanisms

For further information, please see the Governance and integrity challenges and opportunities section of this report.

Domain Strategies

The five Domain Strategies are crucial strategic documents, that sit within Council’s Integrated Strategic Planning Framework, to outline the strategic direction, major priorities and strategic objectives for their respective domains.

- The five Domain Strategies are:
1. *The Economic Development Strategy 2021–25*
 2. *The Environment Strategy 2021–25*
 3. *The Health and Wellbeing Strategy 2021–25*
 4. *The Infrastructure Strategy 2021–25*
 5. *The Transformation Strategy 2022–2026*

Each strategy outlines objectives and targets, while providing high-level strategic direction for the City of Casey for the next four years.

Departments from across Council worked together to produce the Domain Strategies using insights from the *Shape Your City* engagement program and major streams of the *Integrated Strategic Planning Framework*, such as the *Long-Term Community Vision 2031* and the *Council Plan 2021–25*.

In 2023/24, Council made significant progress on delivering projects and initiatives that align with the Domain Strategies through their relevant action plans, while setting out priorities for 2024/25.

Looking forward, 2024/25 will mark a significant milestone for Domain Strategies as it represents the final year of delivery before Council implements the new 2025-29 Council Plan and updated strategic priorities.



Economic Development Strategy 2021–25

The Economic Development Strategy is a blueprint to achieve a vibrant economic future for our city. It provides insights into our economy’s current and emerging conditions, including its strategic opportunities and risks, while illuminating a path towards innovation and diversification.

Strategic objectives

- Advocate and partner on behalf of our regional business community
- Revitalise and preserve employment land and places
- Innovate current strategic sectors and grow emerging sectors
- Be investment ready
- Enable upskilling, skill alignment and employment pathways

- Highlights of 2023/24 Action Plan
- Council planned a “Business Friendly Approvals” reform initiative in partnership with the Department of Jobs, Skills Industry and Regions (DJSIR) to review and amend Council’s regulatory processes, making it easier to conduct business activities in Casey.
 - Council continued to promote its “Choose Casey” investment attraction campaign, which targets businesses in priority sectors to expand, relocate and grow in Casey.
 - Council undertook a pilot initiative called “Changing Perception in Employment”. This initiative received recognition, including an Economic Development Australia Award in 2022 and a National Growth Areas Alliance award in 2023.

- Other notable highlights
- Council focused on building a culture of innovation and environmental sustainability among its local business community by delivering an Innovation Summit that supported and embraced these priorities.

Objectives for 2024/25 Action Plan

- Continue raising the profile of Casey through activities and events of Greater South East Melbourne (GSEM).
- Maintain the “Choose Casey” investment attraction campaign to encourage businesses to expand, relocate and grow in the city.
- Implement “Business-Friendly Approvals” reforms to streamline regulatory processes.
- Raise awareness within Council that supporting a thriving economy is a shared responsibility.
- Determine appropriate data sources and conduct analysis to identify the jobs and skills needed for Casey’s emerging sectors.
- Review and improve insights from the “Voice of the Customer” program, ensuring business satisfaction is enhanced.

Environment Strategy 2021-25

The future of our natural environment is of increasing importance and emerging issues related to this are now at the forefront of more people’s minds. The Environment Strategy sets out how we plan ‘to foster environmentally sustainable practices and work towards being climate ready (resilient)’.

This strategy guides Council’s future direction for environmental sustainability over the four year period and ensures Council is well equipped to approach the challenge of managing our changing environment in a resilient, effective, and cohesive way.

Strategic objectives

- Become a climate resilient city through mitigation and adaptation
- Contribute towards a circular economy through waste management and resource recovery
- Conserve, enhance and restore the natural environment
- Create a water efficient city
- Enhance people capability and internal processes

Highlights of 2023/24 Action Plan

- Council continued the rollout of the Waste Kerbside Reform Program which included:
 - Commencing a recycling contract with better financial management.
 - Rolling out the Container Deposit Scheme (CDS) across Casey from November 2023.
 - Trialling the use of hydro treated vegetable oil in one of the waste trucks, which showed lower emissions.
- Undertook the water-related actions:
 - Installed smart meters at 28 sites to improve the council’s ability to address water leaks and other issues.
 - Inspected all water sensitive urban design assets and renewed three to ensure stormwater runoff is adequately controlled and treated.
 - Completed the Max Pawsey and Wilson Botanic stormwater harvesting system.
 - Commenced and made progress on inland flood mapping.

Objectives for 2024/25 Action Plan

- Complete the Casey biodiversity assessment to identify remnant native vegetation and areas with high ecological habitat values, to inform future reviews of the Environmental Significance Overlay.
- Roll out actions from the *Greening Casey* plan to increase tree canopy cover in Casey.
- Implementation of the draft *Climate Resilient Casey Plan 2024-2030* to be adopted by Council in August 2024, *Casey Coastal Framework*, and *Climate Adaptation Plan* to prepare for and increase resilience to changing climate conditions.
- For waste management:
 - Award a tender for the rollout of the kerbside reform program, including bin supply and lid changeover.
 - Continue to pursue Advance Waste Processing procurement to replace landfill.
- For water management:
 - Commence stormwater harvesting projects at Casey Fields and Myuna Farm.
 - Expand the installation of smart meters on other priority sites.
 - Inspect the Waterford Close water body as part of WSUD (Water Sensitive Urban Design) for future renewal.
 - Complete the inland flood mapping to inform a planning scheme amendment.
 - Undertake the Eumemmering Creek naturalisation project between Frawley Road and Doveton Avenue, including activating the area with seating and enhancing the natural environment.

Health and Wellbeing Strategy 2021-25

The Health and Wellbeing Strategy sets the direction for achieving the ambition ‘that everyone in the Casey community has opportunities to lead happy and healthy lives’, building on the great strengths within our community, as well as addressing the complex challenges and causes that lead to poor health outcomes.

The strategy sets the direction for an inclusive, healthy, and connected community, providing a framework for targeted responses to our most critical health challenges. It also details how Council will work in direct partnership with other levels of government, local community groups, and outreach services to support positive health and wellbeing.

Strategic Objectives

- Develop place-based initiatives to support community adaptation to climate change
- Develop innovative responses to alcohol, drug and tobacco issues and build sector capacity
- Support communities to build resilience and mitigate the health impacts of climate change
- Foster a positive alcohol culture in the Casey community
- Embed a culture of non-violence, respect, and gender equality across Council and the community
- Drive regional leadership and advocacy on gender equality and family violence prevention
- Support access to local, healthy, culturally appropriate, and affordable fresh food
- Support community members to make healthier food and drink choices
- Develop place-based initiatives that support social inclusion and community participation of at-risk groups
- Embed a culture of respect, inclusion, and celebration of diversity in Council and the community
- Support partnerships to address the underlying drivers of mental ill-health in the Casey community
- Develop a range of inclusive physical activity opportunities
- Plan and develop neighbourhoods to support people to be physically active in their daily life
- Enhance access to health services to support healthy and active living for all community members

Highlights of 2023/24 Action Plan

In the 2023/24 period, a key focus was on planning and evidence-gathering, with several significant projects and action plans either endorsed or concluded.

- Endorsed the *Community Service Organisations (CSO) Growth and Attraction Framework 2024-27*, a targeted program to attract new CSOs to Casey to fill service gaps and enhance the health, wellbeing, and safety of residents.
- Endorsed the *Innovate Reconciliation Action Plan (RAP) 2024/26*, aiming to embody the spirit of reconciliation and foster an inclusive, harmonious, and equitable future.
- Endorsed the *Rainbow Action Plan 2024-2028*, providing a roadmap to support greater participation, inclusion, and protection from discrimination for LGBTIQ+ communities.

Other notable highlights

- Received 35 entries for a VicHealth-funded Safer Cities Youth Vaping Video, with a team from Lyndhurst Secondary College as the successful applicant. This work will continue with an additional partnership with QUIT to increase the reach and impact of the student-led initiative.
- Concluded the Enhancing Community Resilience project, a partnership with the South East Councils Climate Change Alliance (SECCCA), with the findings and data informing other climate impact work, including the draft *Climate Resilient Casey Plan 2024-2030* and the *Living and Ageing Well Action Plan 2023-25*.
- Completed a progress review of the Casey

Affordable Housing Strategy, identifying seven key focus areas. Strengthening of age-friendly planning through dedicated Living and Ageing Well roles has seen consultation with older communities around housing, climate issues, barriers to accessing information and accessibility of aged care services. These findings have informed targeted interventions, policies and practices, such as older persons preferences and developing resources for increasing resilience and wellbeing.

Objectives for 2024/25 Action Plan

A number of the action plans and projects mentioned earlier will shift into implementation phase in 2024/25, including:

- *Community Service Organisations (CSO) Growth and Attraction Framework 2024-27*
- *Innovate Reconciliation Action Plan (RAP) 2024/26*
- *Rainbow Action Plan 2024-2028*

Other significant projects include:

- Development of Casey’s next Health and Wellbeing Strategy
- Continuation of the VicHealth Local Government Partnership (VLGP) to enhance the health and wellbeing of children and young people in Casey.
- Endorsement and launch of Casey’s Disability Inclusion Action Plan.
- Partnership with Monash Health South East Public Health Unit (SEPHU) to increase smoke and vape-free environments.
- Conclusion of the research partnership on the Activating Social Connection project (2022-2025) to enhance local community connection.
- Launch of the Casey Health and Wellbeing Household Survey.



Infrastructure Strategy 2021–25

The purpose of the Infrastructure Strategy is to provide an overarching direction for infrastructure within the City of Casey. The strategy calls out our highest need for change, doing things differently, and pushing the boundaries to make the most of opportunities and strengthen gaps in Council’s infrastructure planning, delivery, maintenance, and servicing over the four years.

Strategic Objectives

- Partner and advocate to deliver infrastructure for Casey and the region
- Improve and use technology, digital infrastructure and community feedback
- Revitalise our existing infrastructure and places
- Deliver sustainable and resilient infrastructure

Highlights of 2023/24 Action Plan

- The *Greening Casey* plan was adopted in August 2023. The plan provides a framework to guide the planning, design, development and management of open space in Casey.
- Bunjil Place hosted an Open House Melbourne event. Open House Melbourne is a collection of tours, talks and events designed to give the community a deeper understanding of the shapes and buildings that make up our city.
- Structure planning for the Berwick Village Activity Centre. This planning process will respond to the changing and growing needs of the community and enable the revitalisation of the precinct.

Other notable highlights

- Progressed development of a dashboard to display energy and water use at Council facilities and implemented a program called Trellis which enabled the development of the dashboard.
- Installed smart water meters at 30 sites across the municipality.
- An Urban Heat Island audit was undertaken as part of the development of the draft *Growing our Urban Forest Strategy*.
- A fit for purpose building condition audit was conducted in line with Councils Building &

Facilities Asset Management Plan.

- The draft Environmentally Sustainable Design (ESD) Buildings Policy was completed.
- The tree technical manual was reviewed to form the basis of several public-facing information guides on tree removal criteria, risk management, root management, and tree protection, aligning with the *Greening Casey* plan and best practice arboriculture.

Objectives for 2024/25 Action Plan

- Adoption of Council’s Environmentally Sustainable Design (ESD) Buildings Policy.
- Host the Casey Design Excellence Awards 2024.
- Implement the *Community and Recreation Infrastructure Works in Kind Assessment Framework* to facilitate the earlier delivery of community and recreation facilities in Council’s growth areas.
- Continue to investigate opportunities to partner and collaborate with Melbourne University Engineering Masters students regarding innovation in parks and open spaces.
- Advocate to State and Federal Government for funds to deliver the Doveton Pool In The Park Master Plan - Stage 2 and/or 3.
- Complete the design of Muddy Gates Storm Water Harvesting and irrigation project.
- Working in partnership with Department of Energy, Environment and Climate Action (DEECA), Victorian Planning Authority (VPA), Melbourne Water and South East Water to prioritise alternative water supplies for Casey.

Transformation Strategy 2022-26

This strategy describes the plan to transform the way Council operates, ensuring we deliver maximum benefit to our community now and in the future. It ensures Council continues to deliver quality services to a growing community and that our organisation is high performing.

Strategic Objectives

- Strong partnerships — Our community, commercial and strategic partnerships are maximised, productive, and purposeful, delivering shared benefit.
- Customers and community — We have a deep connection with the community and deliver increased impact and outcomes. We have a single view of our customers, and we are easy to do business with.
- Service excellence — We have a deliberate and scalable mix of services that are co-designed, appreciate lifecycle and constantly adapt to conditions and emerging needs.
- Sustainable business model — We have a lean, innovative and sustainable operating model, which enables our people to focus on meaningful work.
- Strategy and adaptability — We use an evidence-based approach, with strategic focus, to ensure our organisation is ethically governed, responsive and adaptable.
- People focused organisation — We have a diverse workforce that works together as one team. Our people are proud to work at Casey, have the right capabilities and mindset, and are empowered to achieve.
- Shared leadership — Our leaders coach, empower, and demonstrate brave thought leadership in how we operate and deliver services.

Highlights of 2023/24 Action Plan

- Assessed and agreed on an approach for Council’s response to the Early Years Reform on Kindergarten Services and implemented key service reviews across Aged and Disability Services, Leisure Facilities, and the Library Service to enable

- better community outcomes, support the Council’s sustainability, and ensure the services meet changing community needs.
- Commenced implementation of comprehensive customer service improvement initiatives that enhance the customer experience through a tiered service model, more digital services and an improved contact centre to help resolve customer enquiries at first contact.
 - Commenced a holistic program to enhance leadership capabilities, employee engagement, and organisational culture.

Other notable highlights

- Implemented the new outcome performance and measurement model and project management tool.
- Delivered significant upgrades to cyber security capabilities.

Objectives for 2024/25 Action Plan

- Continue implementing comprehensive customer service improvement initiatives that include more digital services, implementing an online booking platform, improving payment processes, and the next phases of the tiered customer service delivery model.
- Undertake a number of service reviews to ensure key community facing services are aligned with the Council’s strategy and community needs.
- Continue to invest in organisational development and transformation initiatives to enhance capabilities, culture, and operational effectiveness.
- Implement the first phase of upgrade to the Council’s core technology systems – focused on finance, asset management and information management.



Governance and integrity challenges and opportunities

Operation Sandon, the Independent Broad-based Anti-corruption Commission (IBAC)

During 2019 and 2020, IBAC held public hearings as part of its Operation Sandon investigation into allegations of corrupt conduct involving former Councillors and property developers in the City of Casey.

The investigation focused on very specific planning and developer matters and highlighted alleged impropriety and conflicts of interest by former Councillors, not Council officers.

Since the investigation commenced in 2019, Council has engaged proactively with IBAC and embraced opportunities identified by both the Municipal Monitor’s report and integrity agencies to strengthen planning and governance controls.

Since the Panel of Administrators were appointed in February 2020, actions to respond to the Municipal monitor’s report were undertaken as a matter of organisational priority.

In July 2023, IBAC tabled its Operation Sandon Special Report, which made 34 recommendations designed to improve the state’s planning processes, promote transparency in decision making, enhance donation and lobbying regulation and strengthen Council governance.

At a Council meeting in August 2023, Council tabled its response to the IBAC Operation Sandon Special Report findings. The response was also presented to the Audit and Risk Committee in September 2023.

In response to these recommendations, a stand-alone policy to reflect the role of the Council in the decision-making process for planning matters, ‘*Protocols for Councillors – Land Use Planning Policy*’, was endorsed at the Council meeting in May 2024.

Council also revised its Governance Rules which was endorsed at the Council meeting in June 2024.

With the return of elected Councillors scheduled for October 2024, a Return to Elected Council program has been developed. The program includes a Councillor Induction Program to support incoming elected representatives and foster a positive and inclusive culture from the outset.

The program will include workshops, eLearning modules and other resource materials. IBAC have also been engaged to present the findings of the Operation Sandon Special Report to the incoming Councillor group.

What your rates and charges provided in 2023/24

For every \$100 of rates and charges revenue that Council receives, we allocated these amounts to the following service categories:



Our Environment

\$19.60



My Council

\$17.77



My Family and Community

\$25.99



Our Transport Network and Infrastructure

\$13.01



Our Sport and Recreation

\$8.77



Our Arts and Culture

\$8.46



My Business and Employment

\$1.00



Our Property and Planning

\$4.58



My Pets and Animals

\$0.82

Note: For more information regarding these service categories please refer to the Service Catalogue on the City of Casey website

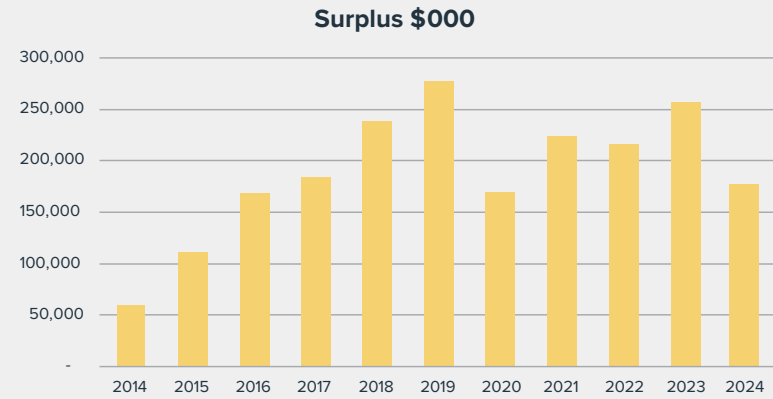
Financial summary

Operating Position

The Council achieved a surplus of \$134.4 million in the 2023/24 financial year, which is lower than the prior year’s restated surplus of \$282.2 million.

This decrease is primarily due to the level of development and timing of recognition of non-monetary contributions. Additionally, there has been a reduction in capital and operating grants. Both items are highly variable year-on-year.

The 2023/24 surplus is supported by contributed assets from new estates



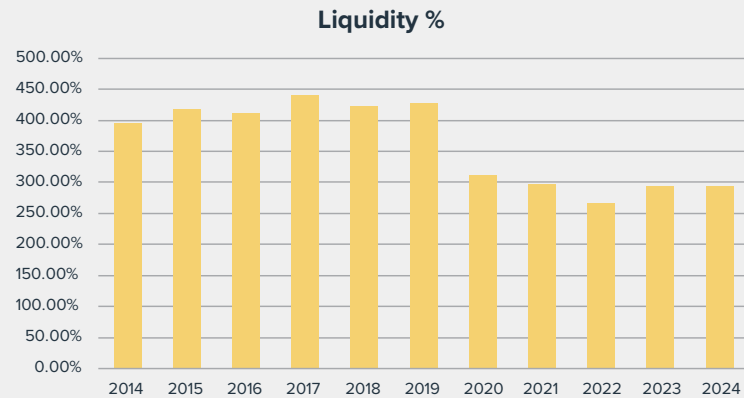
and subdivisions amounting to \$112.1 million, developer contributions from Development Contribution Plans totalling \$82.2 million, capital grants for specific projects of \$6.8 million, and supplementary rates in line

with development activity. This operating surplus underpins the continued delivery of services and the necessary development and maintenance of community infrastructure.

Liquidity

Short-term cash and other current financial assets as of June 2024 totalled \$368.8 million, a slight increase from \$368.2 million over the year, influenced by the profile of the Capital Works Program and non-current investments.

This resulted in a minor change in the working capital ratio, which stood at 292 per cent, indicating a satisfactory financial position well above the target band of 98 to 200 per cent. This reflects the Council’s management of

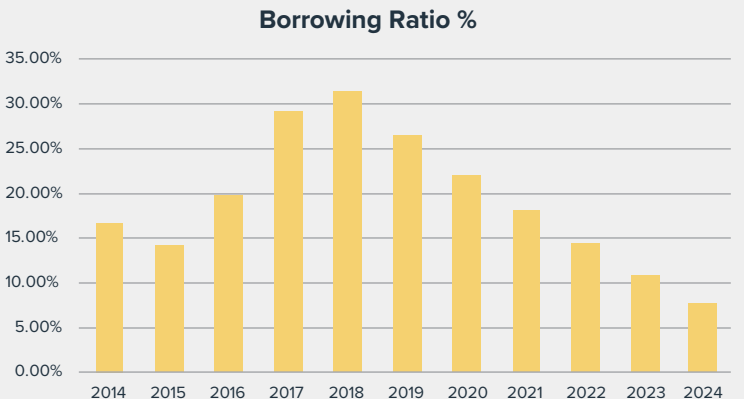


financial reserves, including Developer Contributions and Statutory requirements (\$156.8 million), Assets Reserve (\$48.3 million), Operating Reserve (\$13.9 million), grants received in

advance (\$25.2 million), cash-backed liabilities such as trusts and deposits (\$49.4 million), creditors and payables (\$34.5 million), and employee entitlements (\$29.5 million).

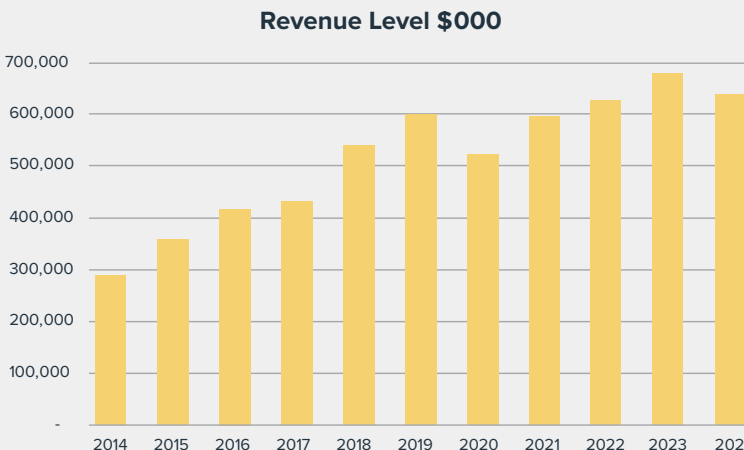
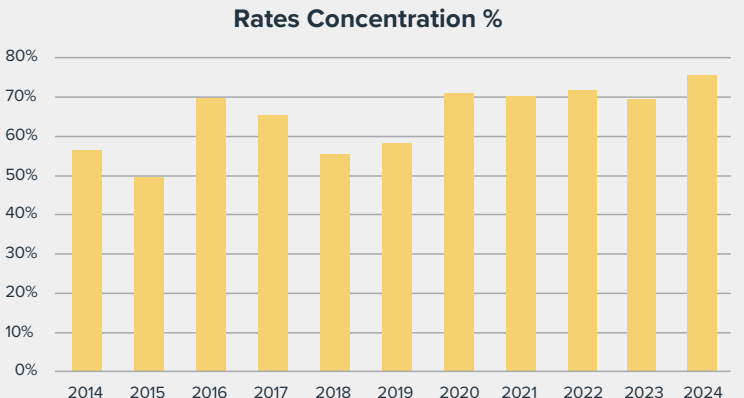
Obligations

Council’s debt ratio, measured by comparing interest-bearing loans and borrowings to rate revenue, was 7.49 per cent at the end of 2023/24. This ratio is within the target band of up to 60 per cent and below the Council’s preferred maximum of 40 per cent. The Council plans to progressively repay all existing loans over the following long-term financial plan period.



Stability and Efficiency

Council revenues include rates, user fees, fines, grants and contributions. Despite this, Council’s rates concentration, which compares revenue from rates and waste charges to total revenue, was 75.9 per cent for the 2023/24 year, which has increased from 69.84 per cent in 2022/23 and affected by the timing of receipt of funding grants from the Commonwealth Government. Rates concentration is above the expected target band of 40-65 per cent. Council focused on broadening its revenue base in recent budgets. Average rate per property assessment of \$1,723.07 in 2023/24 compares favourably to similar councils in the outer metropolitan area.



Major capital works highlights

Casey Fields Soccer Stage 2 - City Football Academy, Cranbourne East

The total cost of this project was \$23.5 million and was jointly funded by Council and the Melbourne City Football Club, with a contribution of \$5.11 million.

The project included a grass football pitch, upgrade of the existing pavilion, which increased the size and scale, and a new pavilion with high performance facilities including, sports science/medical rooms and gymnasium. It also included a reception and office space, as well as a function room and storage area.

A-League and W-League clubs based at Casey Fields provide positive role models for the community, professional pathways for young people and the availability of community outreach programs. It also provides Casey residents the unique opportunity of attending elite sports games close to home.

Casey Fields Cricket Ovals 4 & 5 Pavilion Upgrade, Cranbourne East

The total cost of this project was \$4.5 million and was jointly funded by Council and the Victorian Government; with a grant of \$1.3 million received through the Metro Cricket Grants Program.

The project included upgrade and renewal works so the pavilion met the standard required to host elite level cricket and strengthen Casey's opportunity to be selected as one of the premier Cricket Hub precincts within Australia.

The building was completed in October 2023 and with a grand opening held in November 2023.

Casey Fields Fitness Trail Stage 2, Cranbourne East

The total cost of this project was \$1.2 million and was funded by Council and Sport and Recreation Victoria, Local Sports Infrastructure Fund with a contribution of \$250,000.

Delivering a total of 4 km of trail infrastructure, Stage 2 of the project added the remaining 1.3 km of path, as well as two fitness nodes

and supporting amenities such as benches, water stations, lighting, and signage. This comprehensive trail system provides enhanced recreational opportunities for all ages and abilities within the Casey region and beyond and addressed an identified community need for additional fitness infrastructure and amenities in this growth area. The project was completed in June 2024.

Clyde Recreation Reserve (Elliston Estate), Clyde

The total cost of this project was \$20 million and was funded by Council, developer contributions and the Victorian Government; with a grant of \$3 million received through the Community Sport Infrastructure Program, \$5.8 million funded by developer contributions, and the remaining funded by Council.

The reserve includes a district level AFL/cricket, netball and tennis facility, which meets the outcomes of the Clyde Creek Precinct Structure Plan and addresses a gap in sports to meet identified demand.

Benefits include enhanced social networks, improved health and wellbeing, a welcoming inclusive environment, gender equity, increased participation, job creation, and increased economic output through better utilisation of space. This project was completed in September 2023.

Max Pawsey Reserve Storm Water Harvesting, Narre Warren

The total cost of this project was \$6.17 million and was funded by Council and the State Government with a grant of \$1.7 million received through the Integrated Water Stimulus Package, and a contribution from Melbourne Water of \$550,000 and South East Water of \$200,000.

The stormwater harvesting system reduces the impact of nutrients and pollutant discharge through the landscape to Port Phillip Bay and is the first stage (1A) of the Narre Warren Alternative Water project.



Casey ARC Asset Management Plan Renewal Works, Narre Warren

The total cost of this project was \$525,000 and was funded by Council. Works included conversion of staff change room to a public use/swim class changeroom and UV (Ultraviolet) system upgrade at Casey ARC. The Pool filtration system includes an Ultraviolet (UV) system that purifies the water and destroys pathogens, bacteria, algae etc. This is a critical component and process of pool treatment. The works were completed in June 2024.

Other capital projects

Other important capital works projects that were delivered in 2023/24 include:

- Arch Brown Reserve, Cricket Upgrade, Berwick - \$1 million
- Bernly Gardens Estate Local AFL/Cricket Recreation Reserve, Berwick - \$3.2 million
- Browns Road Flood Mitigation Works, Devon Meadows - \$850,000
- Casey Fields Sewer Upgrade, Cranbourne East - \$586,000
- Harry Street Reserve Flood Reduction Works, Cranbourne - \$729,000
- Kowan Recreation Reserve, Cranbourne North - \$10.6 million
- Littlecroft Family and Community Centre Renewal, Narre Warren South - \$1.4 million
- Livingston AFL/Cricket/Netball Recreation Reserve, Cranbourne East - \$12.6 million
- Lochaven Recreation Reserve, Cranbourne West - \$12.1 million
- Manks Road Bridge Renewal, Clyde - \$1.5 million
- Path Ernst Wanke Road between Gori Road and Lavender Place, Narre Warren North - \$904,000
- Playgrounds Renewal Edwin Flack Reserve, Narre Warren North - \$140,000
- Road Construction Glasscocks Road, South Gippsland Highway to Narre Warren Cranbourne Road, Hampton Park - \$10.8 million
- Road Construction of Fisheries Road from North Road to Finsbury Road, Devon Meadows - \$1.9 million
- Road Rehabilitation Circle Drive North from Cranbourne Place to Haven Court, Cranbourne - \$550,000
- Road Rehabilitation Latrobe Street, Cranbourne - \$739,000
- Road Resealing Soldiers Road from Streeton Way to Freeway Bridge, Berwick - \$582,00
- Robert Booth Reserve Tennis Court Resurface, Hampton Park - \$861,000
- Woodbine Community Centre Building Renewal, Cranbourne North - \$1.2 million

Our performance



Integrated Strategic Planning Framework

The City of Casey is governed by the *Local Government Act 2020* (the Act). Part 4 of the *Local Government Act 2020* addresses planning and financial management. The legislative requirements to develop strategic planning, budgeting and annual reporting documents in Part 4 came into operation on 24 October 2020.

Part 4 of the *Local Government Act 2020* requires councils to prepare the following:

- A Community Vision (for at least the next 10 financial years)
- A Council Plan (for at least the next 4 financial years)
- A Financial Plan (for at least the next 10 financial years)
- An Asset Plan (for at least the next 10 financial years)
- A Revenue and Rating Plan (for at least the next 4 financial years)
- An Annual Budget (for the next 4 financial years)
- A Quarterly Budget Report
- An Annual Report (for each financial year)
- Financial Policies

The Act also requires councils to prepare:

- A Workforce Plan (including projected staffing requirements for at least 4 years)

The following diagram shows the relationships between the key planning documents that make up the Integrated Strategic Planning Framework.

Integrated Strategic Planning Framework



Council Plan 2021–25

The *Council Plan 2021-25* details how the City of Casey will work towards its Vision to ‘become a more connected, bold and resilient community.’ The Council Plan has seven strategic objectives, which the relevant strategies and initiatives align to. These are:

1. Deliver sustainable infrastructure and activate places
2. Grow Casey’s current and emerging sectors
3. Foster environmentally sustainable practices and work towards being climate ready
4. Advocate to State and Federal Governments for key service and infrastructure delivery
5. Create a resilient, active and connected community
6. Ensure good governance and transparent decision making
7. Create an adaptable, innovative and financially sustainable organisation that delivers maximum community benefit

This report details Council’s performance against what the organisation planned to do as set out in the *Council Plan 2021-25*.

Performance

The 2023/24 performance demonstrates Council’s progress towards its seven strategic objectives and overall achievement of the *Council Plan 2021-25*. Performance is measured as follows:

- Results achieved in relation to the strategic indicators in the Council Plan
- Progress in relation to the major initiatives identified in the Budget
- Services funded in the Budget and the persons or sections of the community who are provided those services
- Results against the prescribed service performance indicators and measures



Strategic Objective 1: Deliver sustainable infrastructure and activate places

Strategies

- Advocate and build an accessible and well-connected local transport network
- Foster partnerships that ensure Casey remains a destination for arts, culture, sport and leisure
- Design, build and cultivate places that create a sense of belonging, connection, and pride
- Manage urban growth and deliver future focused infrastructure that is innovative, sustainable and adaptable
- Prioritise investment that revitalises our existing infrastructure and services to meet changing needs
- Create and maintain safe and clean open spaces and places



Major initiatives

Influence State and Federal Government priorities for infrastructure investment, grants and partnerships to improve and deliver infrastructure for the growing Casey community.

Council has remained proactive in 2023/24, advocating for infrastructure and service investments to support the growing community.

Key initiatives include, embedding State budget projects into the 2024/25 Capital Works Program to ensure successful delivery and engaging with State Ministers to discuss infrastructure investment priorities, such as the delivery of Thompsons Road through to Cardinia, duplication and upgrades to key roads, investment in public transport, and upgrades to the Hallam Valley Floodplain.

Council were successful in securing funding via the State Government's Growth Areas Infrastructure Contribution (GAIC) fund to support the delivery of important local infrastructure and transport projects. Projects included the design and construction of shared user paths along Craig Road in Botanic Ridge and Soldiers Road in Berwick, land acquisition for the new CFA Clyde Fire Station, extended bus service on Casey Bells Road in Casey, and bus service extension to Clyde North via Hardys Road.

Collaborative efforts with State and Federal partners have positioned Council to continue delivering critical projects and services to meet the needs of its growing population.

Leverage sporting partnerships and events of significance to provide residents opportunities to watch, and pathways to participate in higher levels of sporting competition within the City of Casey.

Casey continued to host and facilitate a diverse range of major sporting and community events, solidifying its position as a vibrant hub for recreation and entertainment.

The standout event of the year was the Melbourne Storm Casey Round at AAMI Park,

which attracted a crowd of 20,000 people, including 100 Casey residents who were provided free tickets as well as some of the Casey Award Winners. An on-field interview with Council officers allowed Casey to promote its partnership with Melbourne Storm.

Other well-attended events included:

- The Melbourne Football Club Little Demon Day, which saw 2,000 people in attendance
- A Melbourne Storm and NRL Victoria Rugby League 9's Schools Tournament, with 500 spectators
- Rounds of the Victorian Football League and women's Victorian Football League, hosting a total of 14 games
- The Eltham/Dandenong Basketball Tournament, with 592 teams competing
- An AFL pre-season game between Melbourne Football Club and Richmond, attracting 7,000 attendees
- The Victorian HPV Grand Prix Series annual championship event, with 3,000 attendees
- The Maccas City Cup Soccer tournament, with more than 300 teams and 50,000 spectators across the weekend
- Council also continued to host regular community events, such as the Casey Stride Series races, Little Athletics Regional Twilight Meet, and WBBL and Melbourne Stars matches, engaging thousands of residents throughout the year.

Through these diverse and well-attended events, Council has demonstrated its ability to provide vibrant recreational and entertainment opportunities for the growing community.

Finalise the detailed design for a new Cranbourne Community Hub where the community can access services, connect and learn.

Council has made significant progress on the proposed Cranbourne Community Hub, a purpose-built facility that will bring together Council and community services in central Cranbourne.

The planning process involved detailed analysis to confirm the viability of the Lyall Street location and the capacity of the surrounding infrastructure. Casey also evaluated preferred tenant partners to create a holistic service offering for the community. The preferred tenant partners were confirmed as Community Information and Support Cranbourne and Peninsula Community Legal Centre.

A collaborative co-design process was undertaken in May and June 2024, with stakeholder workshops exploring the shared vision, aspirations, service values, site constraints, site opportunities, and required building elements and area schedule.

Through this consultative approach, Council is working to ensure the Cranbourne Community Hub will be an integrated and accessible facility, improving interactions between Council and the growing Cranbourne community.

Finalise the construction of major infrastructure projects including Casey Fields Soccer Stage 2, Max Pawsey Stormwater harvesting and wetland, Pearcedale Recreation Reserve Pavilion, Robert Booth Recreation Reserve Pavilion and Clyde Township Family and Community Centre.

There has been significant progress on several major infrastructure construction projects over the past year, including:

- Casey Fields Soccer Stage 2 - City Football Academy: Completed in March 2024 and handed over to Melbourne City Football Club.
- Max Pawsey Storm Water Harvesting: All equipment installed and works completed.
- Pearcedale Recreation Reserve Pavilion: Completed and club has taken up occupancy.
- Clyde Township Family and Community Centre: Due to the builder going into liquidation, a re-tender process was undertaken in early 2024, and a new builder awarded the contract. Building works recommenced in March 2024, completion expected in early October 2024.
- Robert Booth Recreation Reserve Pavilion: Practically completed ahead of schedule.

Build strong relationships and deliver gender equality initiatives that are inclusive and reject violence against women in Casey communities.

The Safe and Equal Casey: Gender Equality and Prevention of Violence Against Women Strategic Plan 2022-2032 initiatives continued to make progress throughout the year, with a focus on empowering community members and raising awareness in multicultural communities within Casey.

Key highlights include:

- Development of community seed initiatives such as driving lessons for women from multicultural communities and empowering women workshops.
- Engagement with the Gender Equality Taskforce, including a consultation on climate action to incorporate gender perspectives.
- Capacity building programs for Hampton Park kindergarten teachers and families, focused on primary prevention.
- Delivery of culturally tailored programs such as The Durga Chronicles, 16 Days of Activism events, and a Youth Boxing and Respectful Relationships pilot, all co-designed with diverse community groups.
- Ongoing community workshops to understand needs and priorities and support the development of community-led initiatives to promote gender equality and prevent violence against women.

Council also officially launched its *Innovate Reconciliation Action Plan 2024-2026* in April 2024, demonstrating its commitment to reconciliation with Aboriginal and Torres Strait Islander peoples.

Advocate to the Victorian and Australian Governments for funding to help deliver the Doveton Pool in the Park Masterplan.

During the year, Council continued to advocate for State and Federal Government funding to support the implementation of the Doveton Pool in the Park masterplan. The project, estimated to cost \$21.14 million, can only be delivered if both State and Federal governments each commit to

providing 50% of the required funding.

During the year, Council officers took several steps to advance the project, including:

- Developing a detailed business case and advocacy materials to support funding requests.
- Engaging with local state and federal members of parliament to secure their support and explore potential funding opportunities.
- Applying for inclusion in the Victorian government's Thriving Suburbs Program to seek funding for later stages of the project.

Council also allocated funds in its own 2024/25 budget for the initial Stage 1 works (the pool redevelopment) but was unsuccessful in securing the necessary external funding contributions required. Advocacy efforts will continue in 2024/25.

Undertake a strategic review of Council's property portfolio to ensure Council's landholdings are appropriate for current or future service need.

The strategic review aims to provide a high-level, long-term focus for Council's property assets, as well as a policy framework to guide decision-making on Council's property needs and land.

During the year, the Council comprehensively reviewed its property portfolio and strategic approach to land and asset management.

Key highlights across the year include:

- Collation of a detailed dataset of Council's landholdings to inform the strategic review, with a gap analysis completed in preparation for stakeholder engagement.
- Continued investigation of individual Council-owned properties, such as land in Narre Warren (e.g. Bunjil Place) and Cranbourne, to assess future development opportunities.
- Decommissioning the Casey Administration Building in Cranbourne, with due diligence underway to explore potential future options for the site.

The strategic review process is currently on hold pending the outcome of an internal consultation to strengthen the alignment between the

property program and the broader service needs of the municipality.

Continue to work with the Victorian Planning Authority to finalise and implement precinct structure plans to create vibrant new communities in Casey's growth areas around Clyde and Cranbourne.

Council has continued its close partnership with the Victorian Planning Authority (VPA) to prepare Precinct Structure Plans (PSPs) for three precincts in the municipality:

- Croskell (Employment) Precinct
- Casey Fields South (Employment) and Devon Meadows Precinct

Council officers worked collaboratively with the VPA, state agencies, landowners, and developers to progress both PSPs through the agency validation phase which has set the stage for the public exhibition of the PSPs, which is planned for 2024/25.

Council officers also made written and verbal submissions to the Officer South PSP Standing Advisory Committee for critical employment land in the Shire of Cardinia. This furthered Casey's advocacy priority to delivery Thompsons Road across the Cardinia Creek to connect key residential and employment precincts.

Implement a contemporary library service model that meets the needs of the community with Casey's library partner.

Council has worked closely with its library service provider, Connected Libraries, to implement innovative initiatives expanding library access and services across the municipality's growing communities.

All planned projects were successfully launched and put into full operation during the year, including a mobile library van, library lockers at community hubs, and a library lounge.

The launch of these innovative projects was celebrated with a well-attended Family Fun Day launch event at the Cranbourne West Community Hub.

To govern these new initiatives, the City of Casey established a Memorandum of Understanding with Connected Libraries as well as other agreements like building licenses and service level agreements. Ongoing oversight will ensure the continued evolution of library services to meet the needs of the growing community.

Work with local agencies to reduce anti-social behaviour and prevent crime so that all residents and visitors can work, travel, live and play in a safe and secure environment.

Council has been proactively addressing community safety and anti-social behaviour concerns:

- Council officers attended and hosted regular meetings with key stakeholders, including the local police, shopping centre managers, and community groups like Neighbourhood Watch. These meetings focused on identifying local crime trends, sharing information, and coordinating responses.
- Council established a Safer Casey Community Reference Group. Meeting quarterly, the group brings together local agencies, police, and community leaders to discuss current issues and collaborate on solutions.
- Council officers responded to resident concerns and complaints, conducting Crime Prevention Through Environmental Design (CPTED) audits where necessary and coordinating with relevant authorities.

Overall, the Council has taken a hands-on, multi-stakeholder approach to enhancing community safety and addressing anti-social behaviour across the municipality.

Renew playgrounds and parks to ensure the community is provided with safe and fit for purpose public open spaces.

Throughout the year, Council completed a comprehensive playground renewal program, renewing and upgrading 23 playgrounds across the municipality.

This included projects such as the Hampton Drive playground, Cherryhills fitness station, and Avery Drive half basketball court.

Council also awarded a major contract to Activity Playgrounds to design, supply, and install an additional six playground renewals, with work on these projects anticipated to commence mid to late 2024. These included locations like:

- Edwin Flack Reserve
- Nestle Retreat Reserve
- Kidds Road Reserve

In addition, Council conducted a review of mowing services following community feedback and committed to providing an improved service to the community. This resulted in seven new mowing contracts being awarded to help maintain parks and open spaces. These contracts aim to deliver a more effective mowing service and address the backlog of grass growth during the spring months.

During the year, the Council demonstrated a strong commitment to enhancing its parks, playground infrastructure and recreational amenities for local residents.

City Football Academy Melbourne officially opened a Casey Fields

In April 2024, the City of Casey officially unveiled the City Football Academy Melbourne at Casey Fields. The 5,900m2 state-of-the-art facility is home to the Club's elite A-League Men's and Women's teams, six Youth Academy teams, and administration department.

Additionally, the Club's registered charity, City in the Community, and grassroots program, Melbourne City Football School, will be based there. Casual community use will also be allocated to not-for-profit

organisations, local football clubs, schools, and commercial groups from across Casey and surrounding municipalities.

The City of Casey made a significant investment of \$12.3 million towards the \$18.7 million project, which boasts two and a half grass pitches, three synthetic fields, 16 changerooms, and extensive sports medicine and administration spaces.

Work has also commenced on a future Women's Centre of Excellence to sit alongside the Academy as a dedicated multi-purpose venue for women's sport.

Special Olympics held at Casey

2023 Special Olympics Victoria State Games were held in Casey, hosting around 400 athletes competing in sports such as swimming, athletics, basketball, and more.

The event took place at Casey ARC, Casey Fields, and Casey Stadium, giving the broader community an insight into what

people with intellectual disability can achieve.

The Special Olympics aims to promote inclusion and celebrate the achievements of athletes with intellectual disabilities.

The City of Casey is proud to support this event and provide a platform for athletes to showcase their talents and dedication.

New Library Lounge Opened in Cranbourne West

The City of Casey officially opened a new Library Lounge in Cranbourne West on Tuesday 15 June 2024.

This modern facility provides a welcoming space for residents to read, study, and engage in community activities.

The lounge offers a variety of resources and programs designed to support literacy and learning for all ages.

The Library Lounge features comfortable

seating, free Wi-Fi, and a diverse collection of books and digital resources.

It also hosts various events and workshops aimed at fostering a love of reading and lifelong learning.

The establishment of this lounge is part of Council's broader initiative to enhance community engagement and access to information.

The new facility is expected to become a central hub for educational and recreational activities in Cranbourne West.

Strategic Indicators

Indicator	Status	Commentary
Ensure high level of input from Council is provided on all major rail and road upgrades across the City of Casey.	Achieved	Council officers continue to work with the State Government on the Big Build projects to strengthen opportunities for community engagement and consideration of community views. Major achievements included: - Hall Road Upgrades: Practical completion and asset handover for Hall Road West, with Hall Road East still progressing. New bus shelters installed along the corridor as a result of Council advocacy. - Hallam North Road, O’Shea Road, and Western Port Highway Upgrades: Council are collaborating with Major Road Projects Victoria (MRPV) on a new landscape plan for O’Shea Road extension focusing on the re-vegetation of 6,000 sqm of roadside area and Council tree reserve. - Narre Warren Cranbourne Road Upgrade: Camms Road intersection complete with new traffic lanes opened. New intersection built at Cranbourne Community Hospital and major construction to be complete by August 2024. - Webb Street Level Crossing Removal: New Narre Warren Station opened, car park on eastern side completed. - Camms Road: Operations and maintenance handed over to Council, remaining assets to be completed by July 2024. - Thompsons Road - Berwick Cranbourne Road Intersection Upgrade: Business case complete, construction expected to start in early 2025. - Clyde Road Upgrade: Service relocation works underway, major construction to start in late 2024, completion by mid-2027.
Attract events of regional, state, national and international significance to Casey.	Achieved	The City of Casey continued to attract significant events to provide arts and cultural experiences to residents and visitors. Arts and Cultural events included: - Winter Arts Festival - Annual multi-disciplinary arts festival featuring visual arts, music, dance, and theatre performances. - HYBYCOZO - International arts collective showcasing their latest sculptural work “Deep Thought” as part of the Casey Winter Arts Festival. - Emergent - Festival celebrating emerging artists across various mediums. - Doveton Show - Annual agricultural and community festival in Casey. - Botanic by Night - Evening community event at the Casey Botanic Gardens. Sporting events included: 2024 Special Olympics Victoria State Games - Statewide special needs athletic competition hosted in Casey. - Melbourne Stars Family Fun Day - Community event hosted by the Melbourne Stars cricket team. - Various VFL, WBBL, and AFLW matches. - Hosting of elite Australian rules football and cricket competitions. - AFLW Melbourne vs Western Bulldogs - Australian rules football match between elite women’s teams. - Melbourne City FC ALW vs Melbourne Victory ALW - Women’s soccer elimination final. - Casey Demon VFL men’s and women’s matches - Home games for the local VFL football teams.

Indicator	Status	Commentary
Become a nationally-recognised destination for cultural and civic excellence.	Achieved	City of Casey continued to attract national events to the region, including: - Kungka Kunpu (Strong Women) - Touring exhibition from the Art Gallery of South Australia showcasing contemporary works by celebrated Indigenous women artists. - Sikh Volunteers Festival - Annual festival honouring the Sikh community’s commitment to service. - Eid Festival - Celebration of the Islamic Eid al-Fitr and Eid al-Adha holidays. - National Tours - Notable touring events including the Umbilical Brothers, Melbourne Symphony Orchestra’s “Jams for Juniors”, and performances by Kate Miller-Heidke, Tom Gleeson, Stephen K Amos, and Kitty Flanagan.
All new Council facilities will be designed to improve community safety outcomes.	Achieved	Council facilities are designed with a focus on community safety. This includes considerations such as public lighting, accessibility, and landscaping, which are intended to create clear lines of sight and an inviting, safe environment. Council has undertaken further investigations that draw upon expert guidance and industry best practices in crime prevention focusing on strategic lighting solutions and the strategic placement of CCTV cameras to enhance overall safety and security throughout the community.
Increased use of Environmentally Sustainable Design principles within infrastructure.	Achieved	Council has been actively working to stay informed on the latest materials and technologies relevant to the design and construction of new facilities. To this end, Council officers have attended industry conferences and trade events to expand their knowledge in this area. Additionally, the Council’s Environmentally Sensitive Design (ESD) policy provides a framework to support ongoing research and the application of improvements to ESD practices. As part of this, the Council has been experimenting with new ESD initiatives to better understand the associated risks and benefits, with a view to potentially incorporating them in the future.
Decrease the renewal gap.	Achieved	Over the past year, Council diligently prepared its 2024/25 Capital Works program to address the renewal needs of its infrastructure and assets. When preparing this program, Council took a data-driven approach, analysing asset depreciation and condition information to inform funding allocations in line with Council’s Asset Management Plan. The Capital Works program was adopted on 24 June 2024 as part of the Council Budget 2024/25.
Increased digital infrastructure within the public realm.	Achieved	Council has been actively implementing its “Sensing our City” initiative, which involves deploying an sensor network across the municipality. This data-driven approach has enabled the Council to enhance services and make more informed decisions. As part of this initiative, Council has installed smart bus shelters and expanded its sensor network to capture data on people and vehicle movement, further informing service delivery. Council has also been collaborating with telecommunication providers to establish free public Wi-Fi services. This effort aims to improve digital connectivity, particularly in growth areas and new estates.
Increase Customer Satisfaction for appearance of Public Areas.	Achieved	Council has seen a notable improvement in the community satisfaction level regarding the appearance of public areas, with a significant increase of four index points from the previous year, achieving a new score of 54 index points. This positive outcome can be attributed to the introduction of new contractors in the northern and central regions of Casey, coupled with the implementation of new gardening services contracts. The southern region of Casey is expected to experience similar improvements with the introduction of new contractors scheduled for October 2024.

Strategic Services

The strategic services that contribute to this strategic objective are:

Strategic Service	Actual \$'000	Budget \$'000	Variance \$'000
Ageing and Disability Inclusion Council proactively supports people to thrive as they age by recognising and celebrating their diversity; encouraging visibility, inclusion, and respect; and enabling them to remain healthy, safe and connected.	4,146	4,051	(95)
Arts and Culture Supports, encourages and delivers arts and cultural activities across Casey, including encouraging local people and groups to design and deliver their own arts and cultural programs. Provides libraries and arts facilities to promote literacy, encourage lifelong learning, inspire arts and culture, and oversee the ongoing maintenance of public art and the commissioning of public arts projects.	8,406	8,248	(158)
Assets Provides and coordinates services to design, deliver, procure, and maintain Council's assets, including property, fleet and plant assets. Ensures that asset requirements are aligned to documented levels of service and can provide the service at the lowest long-term cost. Ensures capital works are planned and delivered in accordance with current standards and specifications and meet future community needs. Provides the strategy and advice on property matters and manages the acquisition, leasing, use, leased property maintenance, naming and disposal of Council's property assets. Supports a fit-for-purpose fleet and plant, which is maintained, safe and efficient to use.	10,511	9,405	(1,106)
Child, Youth and Family Provides support to children, young people and families to improve health and wellbeing, safety, education, and connectedness. This includes the provision of programs to support early learning, young person participation, and parenting; the provision of high quality, flexible and affordable kindergarten services; and delivery of a universal Maternal Child Health service.	5,524	10,201	4,677*
Community Safety Provides a range of services and programs to achieve the objective of a safe community, with a focus on amenity protection, crime and anti-social behaviour, disease prevention, fire and emergency management, injury prevention and road safety.	6,528	6,322	(205)
Parking Determines, enforces, and manages parking in the community, including the design and delivery of Council's carparks. Educates to achieve compliance and engages with the local school community and businesses to ensure adequate parking provisions are in place and are safe and accessible to all.	(351)	(250)	101
Parks and Open Spaces Designs, delivers, maintains and renews neighbourhood parks, parks infrastructure, playgrounds and open space, by managing the collections planning, plant sourcing and capital works projects in parks.	16,504	18,673	2,169**

Strategic Service	Actual \$'000	Budget \$'000	Variance \$'000
Paths and Trails Ensures footpaths, bike paths and trails are provided to support resident's health and wellbeing (through walking, running, cycling, equestrian, non-vehicle modes) and active transport opportunities. Advocates to other authorities for the connection, enhancement and linkages of the path and trail network across the City and between neighbouring Local Government Areas (where required).	2,300	1,895	(405)
Pets and Animals Coordinates pet and animal registrations to support responsible pet ownership, reunite lost pets with owners, remove pets from harm and provide a safe community free from dangerous animals.	28	(935)	(963)
Roads Maintains Council's sealed and unsealed road network. Advocates to other levels of Government and relevant bodies to further investigate and/or deliver required transport related infrastructure and services - arterial road connections, public transport infrastructure and services provisions to benefit the Casey community. Manages and maintains Casey's street and roadside landscaping.	22,906	22,042	(863)
Sports and Leisure Provides quality sport, leisure, and recreation facilities and partners with commercial organisations and community groups to provide educational, leisure and sporting programs to improve the physical activity, health and wellbeing of community. Provides support to local sporting and recreational clubs to strengthen their sustainability, plans for new recreation and sporting infrastructure and supports optimal utilisation of local sporting and recreational facilities.	8,013	8,737	724
Tourism Destinations and Events Supports visitation and tourism through the development and delivery of a suite of large and small-scale community and mayoral events. Provides local attractions such as the programming and management of Bunjil Place Theatre, Gallery, Plaza and Studio, Myuna Farm and the Old Cheese Factory. Includes the provision of advice, support and training to community groups in the delivery of community events, as well as management of event approvals.	11,856	11,815	(41)

* Child, Youth and Family: variance is due to the income being higher than budgeted, primarily due to operating grants.

** Parks and Open Spaces: variance is due to expenses being under budget, primarily due to savings in external contracts.

Service Performance Indicators

Service Performance Indicators	Results				Material Variations and Comments
	2020/21	2021/22	2022/23	2023/24	
Aquatic Facilities					
Service standard					
Health Inspections of aquatic Facilities [Number of authorised officer inspections of Council aquatic facilities/Number of Council aquatic facilities]	0.40	2.20	2.40	3.00	There has been a 25% increase in the number of health inspections of aquatics facilities since last year. The higher number of inspections per facility during the 2023/24 period can be attributed to officer inspections conducted in response to outbreak investigations. It should be noted that these aquatic facilities are operated by third party organisations, but owned by Council.
Service cost					
Cost of aquatic facilities [Direct cost of the aquatic facilities less income received/Number of visits to the aquatic facilities]	\$3.65	\$2.08	\$0.55	(\$0.32)	There has been a 158% decrease in the cost of aquatic facilities since last year. This can be attributed to an increase in visitors throughout the financial year and attendance numbers continuing to climb towards pre Covid figures. Council continues to actively promote programs to the community to encourage them to attend facilities.
Animal management					
Timeliness					
Time taken to action animal management requests [Number of days between receipt and first response action for all animal management requests/ Number of animal management requests]	1.26	1.25	1.46	1.60	Result in the expected range.

Service Performance Indicators	Results				Material Variations and Comments
	2020/21	2021/22	2022/23	2023/24	
Service standard					
<i>Animals reclaimed</i> [Number of animals reclaimed/Number of animals collected] x 100	35.55%	35.54%	28.86%	22.31%	There has been a 23% decrease in animals reclaimed since last year. This is a result of an increase in cats and kittens being impounded which are not microchipped or registered. Wandering cats and kittens are unable to be reunited with their owners effectively if they are not registered or microchipped.
<i>Animals rehomed</i> [Number of unclaimed collected animals rehomed/ Number of unclaimed collected animals] x 100	24.26%	24.88%	28.50%	37.44%	There has been a 31% increase in animals rehomed since last year. This can be attributed to the increase in cats and kittens impounded along with the work by Council's pound provider The Lost Dogs Home in finding new homes for these animals.
Service cost					
<i>Cost of animal management service per population</i> [Direct cost of the animal management service/ Population]	\$4.22	\$4.70	\$5.03	\$5.78	There has been a 15% increase in the cost of animal management services since last year. This can be attributed to increased contract costs along with an increase in uncontained and unregistered animals being impounded. This figure does not take into account income from animal registration, Domestic Animal Business registration, infringements or pound reclaim fees.
Food Safety					
Timeliness					
<i>Time taken to action food complaints</i> [Number of days between receipt and first response action for all food complaints/ Number of food complaints]	1.33	1.22	1.25	1.40	During the 2023/24 period, the number of food complaints received increased compared to prior periods. This has resulted in Council taking more days to initiate the first response. With the requirement to include weekends and public holidays in the total response time, Council has been restricted in its ability to resolve complaints within one day. However, the vast majority of complaints have been addressed on the same working day or the day after receipt.

Service Performance Indicators	Results				Material Variations and Comments
	2020/21	2021/22	2022/23	2023/24	
Service standard					
<i>Food safety assessments</i> [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984/ Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x 100	100.78%	95.88%	104.60%	100.00%	Result in the expected range.
<i>Food safety samples</i> [Number of food samples obtained/Required number of food samples] x 100	N/A	N/A	N/A	128.57%	This is a new measure for the financial year and no previous data is available. The sampling result is above the expected range due to additional sampling as part of the Statewide Survey Sample program, complaint samples and as part of the coordinated regional food sampling program.
Service cost					
<i>Cost of food safety service</i> [Direct cost of the food safety service/Number of food premises registered or notified in accordance with the Food Act 1984]	\$469.82	\$454.12	\$440.44	\$408.81	Result in the expected range.
Libraries					
Resource currency					
<i>Recently purchased library collection</i> [Number of library collection items purchased in the last 5 years/Number of library collection items] x 100	66.24%	67.64%	53.30%	69.58%	There has been a 31% increase in recently purchased library collection items since last year. This is a result of the renewal of stock following the departure of Cardinia Shire from the Regional Library in 2022, continued investment in e-books and e-audio books and the opening of the new Library Lounge in Cranbourne West in Quarter 3 2023-2024.

Service Performance Indicators	Results				Material Variations and Comments
	2020/21	2021/22	2022/23	2023/24	
Service cost					
Cost of library service per population [Direct cost of the library service/Population]	\$12.36	\$12.13	\$12.87	\$12.20	Result in the expected range.
Utilisation					
Loans per head of population [Number of library collection item loans/Population]	N/A	N/A	N/A	3.60	This is a new measure for the financial year and no previous data is available.
Participation					
Library visits per head of population [Number of library visits/ Population]	N/A	N/A	N/A	1.89	This is a new measure for the financial year and no previous data is available.
Maternal and Child Health (MCH)					
Service standards					
Infant enrolments in the MCH service [Number of infants enrolled in the MCH service (from birth notifications received)/ Number of birth notifications received] x 100	100.95%	101.09%	101.25%	101.00%	Result in the expected range.
Service cost					
Cost of the MCH service [Cost of the MCH service/ Hours worked by MCH nurses]	\$106.07	\$106.67	\$110.19	\$100.40	Result in the expected range
Satisfaction					
Participation in 4-week Key Age and Stage visit [Number of 4-week key age and stage visits/Number of birth notifications received]	93.81%	96.58%	94.09%	92.17%	Result is in the expected range.

Service Performance Indicators	Results				Material Variations and Comments
	2020/21	2021/22	2022/23	2023/24	
Roads					
Satisfaction					
Sealed local road requests [Number of sealed local road requests/Kilometres of sealed local roads] x 100	91.77	118.52	139.39	160.33	The increase in requests can be mainly attributed to the increase in the road network being handed over to Council from developers, as well as a large volume of residential and subdivision construction being carried out in the municipality. The growth in developments has also resulted in increased traffic volumes which has lead to faster deterioration in some roads, with heavier loaded vehicles utilising the local road network to bypass and get to construction sites.
Service cost					
Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction/Square metres of sealed local roads reconstructed]	\$139.32	\$71.65	\$59.90	\$94.68	There has been a 58% increase in the cost of sealed local road reconstruction since last year. While there was a 16% decrease in costs in 2022/23 due to less footpath replacement , the increase in 2023/24 remains within the anticipated range as part of the continued program of works.
Cost of sealed local road resealing [Direct cost of sealed local road resealing/Square metres of sealed local roads resealed]	\$19.24	\$18.33	\$31.63	\$45.82	There has been a 45% increase in the cost of sealed local road resealing since last year. This can be attributed to a continued program of works focusing on repair and strengthening roads with higher volume traffic, increasing thickness of wearing course asphalt.
Satisfaction					
Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	62.00	56.00	44.00	46.00	Result is in the expected range.



Strategic Objective 2:
Grow Casey’s current and emerging economies

Strategies

- Support the creation of new jobs, by focusing on developing local businesses, attracting investments, revitalising activity centres and facilitating employment pathways
- Build and leverage partnerships that enhance service provision, infrastructure delivery and funding opportunities



Major initiatives
Review and amend Council’s regulatory process for local businesses to make it easier to do business in Casey and increase economic activity.

Council has made progress on several initiatives to support a more business-friendly regulatory environment. This has included collaborating with the Department of Jobs, Skills, Industry and Regions on the Business Friendly Council Approvals Reform, part of the broader Better Approvals for Business program. This involved reviewing internal processes and engaging with businesses. Additionally, Council has been pursuing funding opportunities with the Victorian Government to pilot a Business Friendly Council approvals program.

Council has also adopted a new *Community Local Law 2023* that embeds an objective to enhance economic activity for local businesses, allowing more flexibility for regulatory reform initiatives. Further to this, Council undertook a six-week project to gather insights from businesses and Council officers to develop a more customer-centric and business-friendly approach to the regulatory process.

Overall, Council has demonstrated a concerted effort to streamline regulatory processes and improve the experience for the business community, to support economic recovery and growth within the municipality.

Deliver a targeted investment and attraction campaign aimed at priority industry sectors to bring in new business and create jobs.

Council launched its Choose Casey LinkedIn page in August 2023 to promote its investment attraction program to businesses and investors. The page complements the existing Choose Casey website and has over 200 followers, including some international following from Switzerland, Bulgaria, Turkey and South Africa.

Following the delivery of the ‘Choose Casey’ campaigns, the City of Casey LinkedIn page has increased in followers by approximately 70 per cent. Council also developed a video called ‘Our Town’ to further promote the ‘Choose Casey’ initiatives. The video was delivered as six clips that featured businesses, partners and educational providers promoting their successful relationships and experiences with the City of Casey.

Additionally, Council filmed a feature episode of the Our Town series, which aired on Channel 7 across Australia, to promote the benefits of having a business in Casey. The episode featured Casey’s strategic sectors, community and commercial partnerships, and successful businesses.

Progress the revitalisation of Council owned land in the Bunjil Place Precinct and Narre Warren Village to create opportunities for new civic, community and commercial outcomes.

Having completed the due diligence phase of the Bunjil Place Precinct project following Council’s endorsement of the Master Plan, Council officers have been actively preparing a commercial approach for the development of the Bunjil Place Precinct. This approach will look to attract development partners, while ensuring public spaces and carparking will continue to support the existing and future community.

Preliminary due diligence was also progressed for other Council-owned land within the Narre Warren Village to better understand impacts of cultural heritage, planning constraints and infrastructure needs. Discussions have been held with the Department of Transport and social and affordable housing providers to ascertain the best use of these sites for the community.

Work with Melbourne City Football Club to introduce the first year of the Club’s Community Initiatives program, which will offer the community a chance to participate in local programs and events, while enhancing the partnership.

The Melbourne City Football Club (MCFC) continued to deliver community programs through their “City in the Community” initiative, providing local access to professional coaching and training. Discussions between MCFC and Council officers focused on developing community initiatives for the first year of the partnership.

These initiatives will include community programs, educational programs, a Family Day, podcasts with MCFC players and Council officers, and social media promotion of MCFC and Casey activities.

The partnership between MCFC and the Council will officially commence once the Lease License agreement is signed and MCFC receives occupancy of the new soccer pavilion.

Casey Innovation Summit

In October 2023, the City of Casey hosted a day-long celebration and showcase of innovative ideas for the future of the city. The Innovation Summit shone a spotlight on thought leaders, and entrepreneurs who are making Casey more innovative, economically vibrant, and inclusive.

The Innovation Summit featured a variety of events, workshops, panels, and networking opportunities.

Attendees had the chance to hear from inspiring speakers, interact with experts and mentors, discover new ideas and opportunities, connect with like-minded thinkers, and explore the possibility of investing in the city’s future.

The summit was deemed a great success, attracting over 100 hundred participants and generating enthusiasm for the city’s future prospects.

Celebrate Casey’s Rising Stars at Emergent 2023: Graduate Showcase

The City of Casey celebrated its rising stars at the Emergent 2023: Graduate Showcase. This event highlighted the achievements of recent graduates from various disciplines, showcasing their talents and contributions to the community. The showcase provided a platform for young professionals to connect with industry leaders and potential employers.

The event included presentations, exhibitions, and networking opportunities, emphasising the importance of supporting emerging talent and fostering career development within the community.

Strategic Indicators

Indicator	Status	Commentary
Growth in employment in Casey’s top four strategic sectors (healthcare and social assistance, retail, construction, and education and training).	Achieved	An analysis of the jobs held by the full-time equivalent local workers in the City of Casey in 2022/23 shows the four largest industries were: • Construction – 12,659 people or 16.4%¹ • Health Care and Social Assistance – 12,461 people or 16.1%¹ • Education and Training – 9,600 people or 12.4%¹ • Retail Trade – 8,998 people or 11.62%¹ Compared to 2021/22, the largest increase in the number of employed was in the Health Care and Social Assistance industry. Closely followed by Construction, then Education and Training and Retail Trade¹ ¹ National Institute of Economic and Industry Research (NIEIR) ©2023 Compiled and presented in economy.id by .id (informed decisions)
Number of businesses supported to open in Casey through dedicated assistance program.	Achieved	The Concierge Service, part of the Choose Casey investment program, provides a designated Economic Development Partner to facilitate enquiries between Council and the local business network. Over the financial year, 102 businesses received support through the Choose Casey Concierge Service. 50 business tenants attended an event where Economic Development officers explained the assistance available, and Council officers also met with six real estate agents to brief them on the available business support.
Increase in awareness of Casey’s investment support services and business development services.	Achieved	Councils’ <i>Choose Casey</i> investment program offers dedicated support to investors looking to expand, relocate or grow a business in Casey. The program is promoted via a dedicated Choose Casey website that provides information regarding investment opportunities and a concierge service. Engagement across the Choose Casey website: • Choose Casey homepage = 1,551 • Business Support = 77 • Choose Casey Concierge Service = 63 • Choose Casey Investment Opportunities = 478 • Innovation Summit = 3,119 Overall, the engagement statistics demonstrate strong and growing interest in the Choose Casey platform and the various business support offerings, with spikes related to the Innovation Summit promotion.

Strategic Services

The strategic services that contribute to this strategic objective are:

Strategic Service	Actual \$’000	Budget \$’000	Variance \$’000
Business, Skills and Jobs	71	88	17
Delivers and supports a range of activities, services and programs that support the sustainability, development and growth of local businesses. Coordinates the registration, education, and enforcement of businesses who are required to be licensed and/or registered under various Acts.			
Land Use Strategy	3,592	4,460	868
Establishes the land use planning framework for Casey to create a liveable, sustainable and resilient city. Facilitates the collection of developer contributions that fund the delivery of local infrastructure to support new communities.			

Strategic Objective 3:
Foster environmentally sustainable practices and work towards being climate ready

Strategies

- Conserve, enhance and restore the natural environment
- Contribute towards a circular economy through waste management and resource recovery
- Support a climate ready city through climate change mitigation and adaptation



Major initiatives
Implement initiatives that will increase biodiversity and tree canopy cover to work towards achieving climate resilience.

Council has been actively working to increase tree canopy cover and build climate resilience through its various initiatives. The annual tree planting program achieved a 100 per cent completion rate as part of the Capital Works Program.

The *Greening Casey* plan, a comprehensive roadmap to increase tree canopy cover, build climate resilience, and create places people love, has been endorsed and will be presented for Council approval in August 2024.

Overall, Council efforts demonstrated a strong commitment to environmental sustainability and improving the local community’s quality of life through increased tree cover and climate-resilient infrastructure.

Progress the procurement of an Advanced Waste Processing solution to replace landfill as the preferred method of residual waste disposal and secure the long-term waste needs of South East Melbourne.

The City of Casey joined eight other councils in Melbourne’s South East to form a company to deliver an advanced waste processing alternative to landfill. This type of company, called a special purpose vehicle (SPV), is common in projects where there are many organisations working together.

To secure the long-term waste needs of Melbourne’s South East, a tender process was undertaken for the regional procurement of an Advanced Waste Processing provider. Since then, work has progressed on the evaluation of industry candidates detailed proposals and the procurement of an Advanced Waste Processing solution is expected to be announced in July 2024.

Continue rollout of the first stages of the Victorian Government Waste Kerbside Reform Program to ensure consistency across Victoria and enable the increased recovery of recyclable materials.

The Waste Kerbside Reform Program aims to improve the quality of recyclable materials collected from Victorian households, enabling them to be reused in new products. The program includes changing over bin lids, which has now commenced, and the introduction of a glass service (fourth bin) by the end of 2027.

The rollout of compliant bin lid colours continues for all new and replacement kerbside bins and most recently the tender for bin supply and lid changeover closed, with the tenders to be assessed in July 2024.

Community consultation for the Waste Kerbside Reform Program has been planned to commence in July, with a report expected to be presented to Council in February 2025. Community engagement will be an important part of implementing the changes to how Victorians recycle.

Support and empower the community to reduce their energy usage by providing access to climate mitigation information.

Council developed the draft *Climate Resilient Casey Plan*, which was open for public consultation until mid-July 2024, it aims to provide a roadmap for making Casey a safer, more connected, and climate-resilient community. It seeks to build the adaptive capacity of Council and the broader community by integrating environmental, infrastructure, and community considerations. The draft plan emphasises the importance of collective action and continuous adaptation to safeguard the Casey community against climate impacts.

Community consultation has also been undertaken for the draft *City of Casey Coastal Framework*. This framework aims to safeguard the city’s coastal region and address the risks posed by climate change and rising sea levels. Both the *Casey Coastal Framework* and the *Climate Resilient Casey Plan* are scheduled to be presented to Council in August 2024.

Implement emission reduction initiatives with a focus on sourcing green energy, improving building efficiencies and expanding roof top solar on council facilities.

Council has set a target of achieving carbon neutrality for all its facilities, assets, and buildings by 2030. To reach this goal, Council explored a number of options across the 2023/24 financial year, including developing a solar farm in Cranbourne and sourcing 100 per cent green power for its building electricity use.

Council also developed a 10-year emission

reduction capital works program and a building envelope thermal performance assessment to guide an insulation upgrade program across council buildings.

Most recently, Council signed a formal contract with the Victorian Energy Collaboration which fulfills the commitment made in the *Environment Strategy 2021-25* to source 100 per cent of electricity supply from renewable sources by 2025 and represents a significant step towards Council’s goal of achieving net-zero corporate emissions by 2030.

Myuna Farm Powers Up Environmental Infrastructure with the Installation of a Wind Turbine and Battery Storage System

Myuna Farm has enhanced its environmental infrastructure with the installation of a wind turbine and battery storage system, advancing sustainable energy solutions in Casey.

The initiative, supported by local stakeholders and environmental

organisations, aims to reduce Myuna Farm’s carbon footprint and promote renewable energy adoption in the community. The installation underscores Casey’s commitment to environmental stewardship and creating a sustainable future for generations to come.

Strategic Indicators

Indicator	Status	Commentary
Support a healthy natural ecosystem: 100,000 indigenous plants reintroduced within the municipality to address fragmentation and biodiversity decline.	Achieved	Council planted 30,000 trees during 2023/24, well above the annual target of 25,000. This included 22,000 indigenous trees within the reserves and 8,000 advanced trees in the streetscapes, road reserves and other open spaces across the municipality. Additionally, significant new plantings have also been completed within the new estates and subdivisions.
Decrease the kerbside contamination rate.	Achieved	Over the course of the year, there were 6,120 reported incidents of contaminated, recycling, food and waste bins and an audit undertaken in June determined a contamination rate of 27 per cent. Recognising the broader challenges posed by “hot loads” and incorrect battery disposal, which is a costly and dangerous issue, Casey initiated a joint working group with its waste collections partner, Cleanaway, to develop potential solutions. Additionally, Casey delivered dedicated programs focused on promoting best recycling practices across the community, and the Bin Inspection Program helped identify households that were not recycling correctly.
Enhance community participation in environmental education and events.	Achieved	Over the year, Council delivered a comprehensive range of community engagement and environmental initiatives, including: • 1,100 community engagements on waste, sustainability, climate change and biodiversity • 67 community events/sessions were held reaching a total of 2,402 residents • 13,500 trees planted by 470 community members and the Youth Climate Action Committee • A program of events to mark National Recycling Week, including a textile drop off event collecting over five tonnes of end of life textiles for recycling • “Dads Matter” wetlands bird walk attended by 69 residents • \$200 Household Energy Efficiency Rebate program
Increase the energy sourced from renewable sources for all council buildings, facilities and public lighting.	Achieved	On 16 April 2024, Council endorsed a decision to join the Victorian Energy Collaboration (VECO). VECO is a consortium of 51 councils undertaking the largest emissions reduction project in Australian local government history. Through a Renewable Energy Power Purchase Agreement, VECO will provide cost-effective renewable energy generated by Victorian wind farms to power all Council buildings from 1 July 2025. Parallel to this initiative, Council is progressively installing rooftop solar panels on its buildings. In 2023/24, 64kW of solar panels were installed across multiple Council facilities.

Strategic Services

The services that contribute to this strategic objective are:

Strategic Service	Actual \$'000	Budget \$'000	Variance \$'000
Sustainability and Environment Provides a broad range of services to protect and enhance the natural environment and support sustainability. Includes coordination of Council’s climate change mitigation and adaptation, as well as protection and enhancement of biodiversity and natural resource management. Identifies, manages and remediates potentially contaminated Council land. Raises community awareness for environmental values through education which creates behaviour change and reduces environmental impact.	4,551	6,169	1,618
Water Manages and maintains Council’s stormwater assets to protect waterways and bays as well as protect community in regular and extreme rainfall events. Includes urban and rural drainage, flood plain management, stormwater environmental management and stormwater reuse.	1,441	1,768	327
Waste Provides all waste collection services including residential garbage, recycling, green waste, commercial waste and hard waste. Includes provision of bins, collection, transport, sorting and/or disposal, and customer interface. Maintains the environment through the collection of dumped rubbish and minimising the impact of litter.	53,473	54,471	998

Service Performance Indicators

Service Performance Indicators	Results				Material Variations and Comments
	2020/21	2021/22	2022/23	2023/24	
Waste collection					
Service standard					
<i>Kerbside collection bins missed</i> [Number of kerbside garbage and recycling collection bins missed/ Number of scheduled kerbside garbage and recycling collection bin lifts] x 10,000.	10.12	6.17	3.64	2.85	There has been a 22% decrease in kerbside collection bins missed since last year. The collection contractor provided exceptional performance for the 2023-2024 financial year, with multiple months seeing fewer than 2 missed collections per 10,000. The remainder of collections for the year averaged around 3 missed bins per 10,000, which has outperformed Councils previous 4 years of results.
Service cost					
<i>Cost of kerbside garbage bin collection service</i> [Direct cost of the kerbside garbage bin collection service/ Number of kerbside garbage collection bins]	\$104.63	\$131.17	\$141.34	\$145.96	Result is in the expected range.
<i>Cost of kerbside recyclables bin collection service</i> [Direct cost of the kerbside recyclables bin collection service/ Number of kerbside recyclables collection bins]	\$59.84	\$68.38	\$70.99	\$66.58	Result is in the expected range.

Strategic Objective 4:
Advocate to State and Federal Governments for key service and infrastructure delivery

Strategies

- Secure funding through Council’s advocacy campaign, Connecting Casey, to provide transport, infrastructure and community services



Major initiatives
Identify and progress City of Casey and Greater South East Melbourne region industry development and investment opportunities to support economic growth.

The City of Casey and the Greater South East Melbourne (GSEM) regional alliance have been actively engaged in advocacy and strategic initiatives to drive economic development and job creation in the South East Melbourne region. Highlights include:

- Hosting the GSEM Jobs and Skills Summit, which was attended by Federal Minister Brendan O’Connor and representatives from all GSEM member councils. This led to the development of a roadmap to advocate for the region in Canberra.
- Ongoing advocacy efforts to raise the profile of the GSEM region and secure support for its economic development, including a visit to Parliament House to discuss the region’s vision and importance.
- The launch of a decentralisation report by GSEM, which will be used to inform its 2024 priorities and advocacy around job creation and skills pathways.

Deliver campaigns for priority advocacy projects, including Thompsons Road extension and Casey Fields Soccer Stage 3.

Council has been actively advocating for several key infrastructure and community projects to support the growth and development of the region. These advocacy efforts include:

- Advocacy, in partnership with Cardinia Shire Council, for the upgrade and extension of Thompsons Road, a transformational project seen as vital to support the development of the State Significant Industrial Precinct in Officer South.
- Clyde Road duplication to improve connectivity and traffic flow.

- Doveton Pool in the Park project to enhance recreational facilities.
- Casey Fields Soccer Stage 3 to expand sport and community amenities.

Council has shared these advocacy priorities with State, Federal, and local representatives, including through submissions to the Federal Government’s pre-budget process. Ongoing collaboration with government partners is aimed at securing funding and support for these important initiatives that will drive economic development and improve liveability in the region.

Funding Secured for Vital Projects Across Casey

The City of Casey secured funding via the State Government’s Growth Areas Infrastructure Contribution (GAIC) to support the delivery of several important local infrastructure and transport projects.

The funding will support initiatives in infrastructure, community services, and

environmental sustainability. Key projects include the construction of new community centres, upgrades to public parks, and the implementation of green energy solutions. These projects are set to improve quality of life, promote economic growth, and support sustainable development in Casey’s diverse neighbourhoods.

Greater South East Melbourne Hosts Jobs and Skills Summit at Bunjil Place

On 3 May 2024, the City of Casey, in partnership with the Greater South East Melbourne (GSEM) regional alliance, hosted a comprehensive Jobs and Skills Summit to address the evolving workforce needs and economic opportunities in the rapidly growing South East Melbourne region.

The summit took a holistic approach, exploring a range of interrelated issues impacting the region’s workforce and skills development by:

- Understanding regional trends, including analysing data and insights to comprehend the skills landscape, education-industry linkages, and emerging industry demands.
- Examining the challenges faced by overseas-qualified professionals in navigating the Australian job market and developing strategies to assist their transition into their chosen fields.
- Forecasting future workforce requirements, aligning educational offerings with industry needs, and building robust skills pipelines to support the region’s long-term prosperity.

- Identifying how the region can harness emerging opportunities, such as the transition to a net-zero economy, to drive innovation and economic growth.
- Tackling employment barriers, particularly for young people, women, and culturally diverse communities, and implementing initiatives to improve access to meaningful work.
- Exploring the critical investments required in education and skills development to meet the evolving needs of the region’s industries, ensuring a future-ready workforce.

The comprehensive summit underscored the City of Casey and GSEM’s commitment to proactively addressing the region’s workforce challenges and positioning the South East Melbourne area for long-term, sustainable growth. The insights and collaborative strategies developed will inform the region’s advocacy efforts and shape its economic development priorities in the years ahead.

Strategic Indicators

Indicator	Status	Commentary
The level of State/ Federal commitments toward infrastructure and services align with Council’s advocacy on priorities.	Achieved	During the year, Casey continued to advocate to State and Federal governments for funding support for key infrastructure and transport projects. This included: • \$250 million for the Clyde Road Upgrade (Kangan Drive to the Princes Freeway) • \$1,333,860 for the Craig Road, Botanic Ridge: shared user path design and construction and \$555,673 for the Soldiers Road, Berwick: shared user path development • \$4,230,000 for land acquisition for the new CFA Clyde Fire Station • \$23,670,000 for the extended bus service on Casey Bells Road • \$16,227,000 for the bus service extension to Clyde North via Hardys Road

Strategic Services

The strategic services that contribute to this strategic objective are:

Strategic Service	Actual \$’000	Budget \$’000	Variance \$’000
Communications and Marketing Advocates on behalf of the community for state and federal funding for services and improvements. Manages all Council’s communication channels to share updates, promote Council’s programs and services and engage with the community to ensure their views are reflected in Council’s decision making, organisational planning and resource allocation.	2,835	3,538	703

Strategic Objective 5:
Create a resilient, active and connected local community

Strategies

- Address key health and wellbeing needs within the community, by connecting people to community and services
- Improve Council decision-making to reflect community needs and priorities



Major initiatives
Strengthen age friendly planning, support ageing in place and positively influence Council’s services and programs for older people through the delivery of the Living and Ageing Well Action Plan.

Council made noteworthy progress across several key focus areas this year. This includes the launch of the Ageing Well Network, which brings together professionals to collaborate on supporting the social and health needs of older residents and providing community engagement and training to help combat ageism.

Council embedded provisions for safer and more accessible open spaces for older adults through its Open Spaces Strategy and a Community Reference Group was established, to help ensure the voices of those aged over 55 are represented. Council also enhanced its aged care meals and community transport services and hosted the Ageing Positively Festival with 100 low and no cost events to support participation and social connection.

Advocate and partner to enable greater access to safe, affordable and appropriate housing options into the future.

Council has made progress on its Affordable Housing Strategy, which included hosting the Municipal Association of Victoria’s Inter-Council Affordable Housing Forum to share learnings and solutions. As a member of the Regional Local Government Homelessness and Social Housing Group Charter, Council also contributed a joint submission to the National Housing and Homelessness Plan, providing both regional and local perspectives on housing and homelessness needs, while advocating for greater investment in social and affordable housing developments.

Complementing these advocacy efforts, Council officers have been actively engaging with local community housing providers to better understand current market conditions and identify opportunities for future projects within Casey. Council also completed a Housing Message Guide, a project of the Regional Local Government Homelessness and Social Housing Group Charter and provided training

on its application to help build local support and reduce stigma around social housing. Notably, the council submitted a proposal to Plan Victoria, advocating for local government area housing targets that include minimum social and affordable housing quotas, as well as the ability for councils to apply enforceable, non-voluntary mechanisms to increase this critical housing stock.

Work in partnership with the community to support the activation of a new Family and Community Centre in Clyde North to increase opportunities for families to access key services and feel a sense of belonging at a local level.

Delays due to the original contracted builder going into liquidation have pushed back the completion of the community facility, but a new contractor was brought on in January 2024 to finish the outstanding work. Construction is now expected to be completed and the facility handed over to the team in October 2024. Once the facility is finished, Council will re-engage with the community for further consultation regarding the services to be offered.

Integrate principles of access and inclusion into Council policy and programs, partners and community organisations through the development and implementation of the Reconciliation Action Plan and LGBTIQA+ Action Plan.

The City of Casey endorsed the *Rainbow Action Plan 2024-2028* in June 2024. The plan is an important resource to ensure principles of access and inclusion are integrated into council policies and programs. To assist with implementing the plan, Council has established a Rainbow Advisory group and a Rainbow Champions Committee (internal).

These groups will help facilitate the actions, initiatives, and partnerships to support the plan’s vision of creating a city where LGBTIQA+ people can feel safe to be who they are and can thrive wherever they live, work or play.

12 months on - bringing Casey’s Living and Ageing Well Action Plan to life

The City of Casey is progressing well with its commitment to creating a more age-friendly community through the delivery of the Living and Ageing Well Action Plan 2023-25.

It has been over a year since the Action Plan was endorsed, which was developed with Casey’s 55 plus communities following a series of engagements to understand what was needed to live and age well.

Some key highlights and actions delivered over the past 12 months include:

- Launching the Ageing Well Network, which aims to bring professionals together to collaborate and collectively respond to and plan for supporting older communities social and health needs.
- Hosting and organising activities with the community and the organisation to increase understanding of ageism, its impacts and how to combat it. This includes ageism training through pop up stalls and virtual workshops.

- Including provisions into making open spaces safer, more accessible for passive and active recreation for older people through the Open Spaces Strategy.
- Establishing the Community Reference Group to help ensure the voices and needs of people aged 55 and over are represented in Council’s future projects and plans.
- Enhancing Caseys aged care meals and community transport services.
- Facilitating over 100 low and no cost events as part of the Ageing Positively Festival, to support participation and social connection.

These initiatives demonstrate Council’s ongoing commitment to creating an age-friendly community that supports the needs and wellbeing of its older residents. Council’s proactive and collaborative approach is laying the groundwork for a more inclusive and liveable city for people of all ages.

Strategic Indicators

Indicator	Status	Commentary
Form a greater understanding of community needs and decision making at a place-based (local) level through data and research.	Achieved	The City of Casey proactively addressed the health and wellbeing needs of its community, with a particular focus on enhancing resilience to the impacts of climate change. In the past year, Council has completed a collaborative research project with the South East Councils Climate Change Alliance (SECCCA) to identify the communities most vulnerable to climate change impacts, with a focus on the needs of older residents during heatwaves. This research is now informing the development of Casey’s Climate Adaptation Plan, as well as the creation of targeted pilot programs to support vulnerable populations, such as an intergenerational “buddy” system to assist older people during extreme heat events.
Increase opportunities for community participation in community events and social groups to reduce social isolation.	Achieved	In the past year, Council has completed a comprehensive “Strengthening New Communities” program for the Clyde Township, which involved hosting a series of three community events to bring neighbours together and identify local leaders who can continue to drive community-building initiatives. Additionally, the council has collaborated with property developer Mirvac to deliver a successful community-building day at the Smiths Lane Estate, which engaged over 400 residents through a range of activities. Complementing these efforts, the council has also convened a community garden network to foster partnerships, and organised Neighbour Day events across Casey.
Improve community led preparedness to plan for and mitigate local emergency risk.	Achieved	Council have been working to enhance community emergency preparedness and resilience over the past year. Key initiatives have included social media campaigns to raise awareness about fire safety and heatwave preparedness, as well as targeted outreach and educational sessions for vulnerable community groups such as older residents, people with disabilities, and multicultural communities. Council has also been collaborating with emergency services partners like the CFA, Red Cross, and Emergency Management Victoria on several programs. These include the Emergency Planning Advisory Service, which supports older adults and people with disabilities to develop personalised emergency plans, and a community exercise project focused on heatwave preparedness for non-English speaking residents.
Increase the utilisation of Council managed facilities.	Achieved	Utilisation for Council managed facilities increased by 6 per cent during the year.
Build community capacity and sense of belonging to reduce reliance on community services.	Achieved	The City of Casey is making significant strides in building community capacity and fostering a greater sense of belonging to reduce reliance on community services. A key component of this effort is the expansion of the social prescribing program, which now operates out of various community centres and hubs to assist vulnerable residents. This initiative aims to increase local GPs’ awareness and knowledge of the health and wellbeing benefits of social prescribing. In addition to the social prescribing program, Council has endorsed two new action plans during the period: the <i>Innovate Reconciliation Action Plan (RAP) 2024-2026</i> and the <i>Rainbow Action Plan 2024-2028</i> . Council also continued the work of its Gender Equality and CALD Community Taskforces, while undertaking an anti-racism project and refugee settlement planning in partnership with other councils. Educational workshops and social events have also been held to build new connections as part of the city’s gender equality and violence prevention plan. Engagement with the 55+ advisory group led to the relocation of a park to improve accessibility for older adults and people with disabilities, and the Open Spaces Strategy has focused on making public spaces safer and more accessible for recreation by older residents. Initiatives have also been undertaken to raise awareness and knowledge about the impacts of ageism and elder abuse within the community.

Strategic Services

The strategic services that contribute to this strategic objective are:

Strategic Service	Actual \$'000	Budget \$'000	Variance \$'000
Community Connection, Health and Wellbeing Provides a broad range of programs, engagement and partnerships to enhance community connection and wellbeing. This includes community development and empowerment to support Casey's multicultural and inclusive communities; enhancing the economic, social and cultural wellbeing of the Aboriginal and Torres Strait Islander communities; supporting child safety and the prevention of family violence; social policy and planning to create healthy and resilient communities; capacity building of not-for-profit groups and community service organisations; promoting and facilitating community volunteering; networking events for the community sector, and civic awards. Coordinates and monitors Council's grant submissions to external funding bodies for infrastructure and initiatives that support community connection.	18,679	20,408	1,729



Strategic Objective 6:

Ensure good governance and transparent decision making

Strategies

- Grow the capacity of community leadership through dedicated leadership programs and pathways
- Continue to identify opportunities to improve better Council decision making through governance practices and community engagement



City of Casey Pop up Playground, Bunjil Place Plaza

Major initiatives

Deliver year three of the Community Leadership Program to increase leadership skills in the community, build capacity, and enhance reputation and trust in civic democracy in Casey.

The City of Casey's Community Leadership Program continues to be a valuable initiative for fostering community leadership. This free program is open to new, emerging, and existing community leaders aged 18 and over, providing them with opportunities to enhance their leadership skills, create new personal and professional networks, and learn more about local government.

The 2023 iteration of the program was highly successful, concluding with a Leadership Masterclass and Graduation Ceremony for 23 participants in November 2023. Since the program's inception in 2021, a total of 89 community leaders have graduated from the program.

Prepare the organisation and community for the return to elected Councillors in October 2024, enhancing good governance and ethical decision making.

Council has been actively preparing for the upcoming Council elections, including partnering with the Municipal Association of Victoria (MAV) to deliver information sessions for the community and prospective candidates. These "Stand for Council" sessions provide details on local government, the election process, and councillor training/development.

Council has also reviewed relevant councillor-related policies and a broader program has been created to support the return to elected councillors over the next 12 months, including organisational learning and development initiatives such as the "uplift program" to support Council officers to transition to an elected Council environment which will continue until November 2024.

Respond to recommendations provided through the Independent Broad-based Anti-corruption Commission (IBAC) Operation Sandon investigation to address their report findings.

In July 2023, the Independent Broad-based Anti-corruption Commission (IBAC) released its Operation Sandon report, which made 34 recommendations to improve planning processes, transparency, and governance in the local government sector.

In response, Council has taken several key actions:

- Revised governance rules to incorporate the recommendations from the Operation Sandon report, including new provisions around pre-council meetings, conflict of interest declarations, agenda items, and en bloc resolutions.
- Re-introduced the Protocols for Councillors - Land Use Planning policy as a standalone document to ensure robust and transparent decision-making on planning matters. This policy includes new requirements for proponents to declare financial interests and for the Council to record reasons when not supporting Council officer recommendations on planning scheme amendments.

Council has engaged proactively with IBAC and other integrity agencies since the investigation commenced in 2019 and has embraced opportunities to strengthen its planning and governance controls.

Respond and advocate to the Local Government Electoral Representation Review to ensure the electoral structure reflects the diversity of Casey's communities and is compliant with the legislative requirements.

Council has responded to the Local Government Electoral Representation Review's Preliminary Report, supporting the option for a single councillor ward structure comprising 12 councillors.

In February 2024, the Minister for Local Government confirmed this new ward structure, which will come into effect on Saturday, 26 October 2024. Council is currently working to update its systems and processes to reflect this change in the ward structure ahead of the upcoming local government elections.

Deliver candidate information sessions to inform the 2024 Election cycle to ensure there is clear understanding of the role and responsibilities of being a councillor.

Council has been proactively preparing for the 2024 local government elections through a series of information sessions for prospective candidates.

The information sessions were part of the council’s broader efforts to support the return to an elected council following the period of administration.

The goal was to educate and equip potential candidates with the knowledge they need to effectively serve as councillors and represent their communities.

The first set of information sessions was held in Clyde in November 2023, providing an overview of the services and functions of local government, as well as the role and requirements for being a councillor. Additional information sessions held in February and March 2024 continued to deliver this content to community leaders and residents interested in running for Council.

Strategic Indicators

Indicator	Status	Commentary
Participation and engagement in the Community Leadership Program.	Achieved	Year three of the Community Leadership Program saw 29 participants graduate in 2023 with an average attendance of 84 per cent during the program.
Percentage of Council resolutions made at a Council meeting (or at a meeting of a special committee consisting only of Councillors) closed to the public.	Achieved	During the year, 4.23 per cent of Council resolutions were made at Council meetings closed to the public.
Opportunities provided for people who are impacted by Council’s initiatives to provide feedback or to have input into.	Achieved	During the year, Casey launched more than 60 engagement campaigns through Casey Conversations giving community members an opportunity to provide feedback and have their say in line with Council’s Community Engagement Policy. Over 65,000 people visited the engagement platform with over 10,000 people actively contributing to digital engagement opportunities. Campaigns included: • Draft Innovate Reconciliation Action Plan • Kindergarten and Early Years Survey • Casey Community panel expressions of interest • Corporate Suite of Documents 2024/25 • Proposed Governance Rule changes • Gambling Harm Minimisation Policy • Improving Disability Access and Inclusion Survey • Casey Coastal Framework
Increase community trust in Council.	Achieved	During the year, the Council continued to implement several mechanisms to support good governance, good decision-making, and transparency across the organisation. This was reflected in the annual community survey results with a score of 51, which is above the statewide average and an increase of 3 points from the previous year’s score.

Local Leaders Step Up to Shape the Future of the City of Casey

In preparation for the upcoming local government elections in October 2024, the City of Casey, in partnership with the Municipal Association of Victoria (MAV) ran an information session for the South East as part of the “Stand for Council” campaign, which aimed to encourage and support a diverse range of candidates from across the Victorian community, including First Nations and new and emerging communities.

The information session provided an overview of the roles and responsibilities

of being a Councillor, as well as the importance of strong community representation on local government. The session also highlighted the release of the MAV’s “Citizen to Councillor Guide 2024”, a resource designed to provide prospective candidates with a deeper understanding of the councillor role and the electoral process.

The City of Casey and MAV called on community leaders and potential candidates to get inspired and consider running for council to shape the future of the city.

City of Casey Welcomed Release of IBAC Operation Sandon Report

The City of Casey welcomed the release of the IBAC Operation Sandon report.

The report provided findings and recommendations to improve governance and transparency within the council.

Council is committed to implementing these recommendations to enhance accountability and public trust.

The report outlined measures to address issues such as conflict of interest, transparency in decision-making, and ethical conduct.

Strategic Services

The strategic services that contribute to this strategic objective are:

Strategic Service	Actual \$'000	Budget \$'000	Variance \$'000
Building and Planning Provides value to the Casey community by responding to pressures of increasing complexity in development activity, efficiency and timelines of delivery and the imperative for proper decision-making that provides quality outcomes. Operationally, the Building and Planning service provides community value through the administration and enforcement of regulatory requirements for the built environment, alignment of requirements to the Casey Planning Scheme and engineering and landscape standards for subdivisions and development.	(710)	2,636	3,346*
Governance and Risk Coordinates and delivers activities to govern the Council and mitigate risk, including the coordination of Council Meetings, the internal audit program, as well as business continuity, legal issue management, prevention of fraud and corruption, infringement reviews, and management of organisational insurances.	7,000	7,035	35

*Building and Planning: variance is due to the income being higher than budgeted, primarily due to contributions and statutory fees

Service Performance Indicators

Service Performance Indicators	Results				Material Variations and Comments
	2020/21	2021/22	2022/23	2023/24	
Governance					
Transparency					
<i>Council decisions made at meetings closed to the public</i> [Number of Council resolutions made at meetings of Council, or at meetings of a delegated committee consisting only of Councillors, closed to the public / Number of Council resolutions made at meetings of Council or at meetings of a delegated committee consisting only of Councillors] x 100	2.90%	15.84%	5.81%	4.23%	There has been a 27% decrease in council decisions made at meetings closed to the public since last year. This positive result can be attributed to Council's ongoing commitment to ensuring decisions are made in an open and transparent manner.
Attendance					
<i>Councillor attendance at council meetings</i> [The sum of the number of Councillors who attended each Council meeting / (Number of Council meetings) × (Number of Councillors elected at the last Council general election)] x 100	98.25%	95.24%	94.44%	91.67%	Result is in the expected range.
Service Cost					
<i>Cost of elected representation</i> [Direct cost of the governance service/ Number of Councillors elected at the last council general election]	\$218,050.33	\$210,132.31	\$192,850.33	\$240,062.67	The cost of elected representation reflects the annual remuneration adjustments for Administrators in accordance with the Victorian Government's Appointment and Remuneration Guidelines.

Service Performance Indicators	Results				Material Variations and Comments
	2020/21	2021/22	2022/23	2023/24	
Satisfaction					
<i>Satisfaction with council decisions</i> [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	54.00	52.00	48.00	51.00	Result is in the expected range.
Statutory Planning					
Timeliness					
<i>Time taken to decide planning applications</i> [The median number of days between receipt of a planning application and a decision on the application]	106.00	94.00	131.00	119.00	Result is in the expected range.
Service Cost					
<i>Cost of statutory planning</i> [Direct cost of the statutory planning service/ Number of planning applications received]	\$2,775.50	\$2,697.52	\$3,467.66	\$3,543.77	Result is in the expected range.
Decision Making					
<i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application/ Number of VCAT decisions in relation to planning applications] x 100	58.33%	42.86%	69.23%	31.58%	There has been a 54% decrease in Council planning decisions upheld at VCAT since last year. This can be attributed to a greater portion of decisions being slightly varied but generally consistent with Council's original stance. In addition, a number of appeals were settled prior to a hearing being held.



Strategic Objective 7:
Create an adaptable, innovative and financially sustainable organisation that delivers maximum community benefit

Strategies

- Enhance our services with a focus on innovation and partnerships, to ensure positive outcomes are delivered to the community
- Identify and implement a sustainable operating model which enhances Casey’s future-readiness
- Build Councils’ ability to pursue innovative partnerships for greater community outcomes



Major initiatives
Develop strategic plans for key services to ensure they are innovative, partnership driven and deliver maximum value to the community.

During the year, Council made significant progress in developing and endorsing Strategic Service Plans (SSPs) to support long-term planning for community services. These plans provide a holistic understanding of service delivery, asset and infrastructure requirements, enabling the council to better meet the evolving needs of the community.

Council endorsed several key SSPs, including plans for Business, Skills and Jobs, Finance, Ageing and Disability Inclusion, Community Safety, Child, Youth and Family, People, and Waste services. Additionally, baseline SSPs were developed for services without a completed or in-progress plan, ensuring comprehensive data and information to inform the council’s 2024/25 priority initiatives.

Through this strategic planning process, Council is well-positioned to deliver effective and responsive services for the community.

Implement a range of automated and digital solutions to make it easier and faster for customers to make requests online.

Throughout the year, significant progress was made in enhancing self-service options for customers. With a focus on frequent interactions, new online options have been created and process automation has streamlined requests to services.

In the first phase, the “report an issue” functionality on Council’s website via the Snap Send Solve application was automated for 57 different request types, resulting in faster service delivery and an improved customer experience.

Council’s commitment to improve the digital experience has already seen a 15 per cent increase in the community uptake of online options over the last 18 months, demonstrating the positive impact of this initiative.

Implement new prioritisation and performance measurement for the organisation that focuses on community outcomes and ensures Casey is adaptable and sustainable into the future.

Council has made important progress in implementing its new performance management framework. A key development was the introduction of regular comprehensive reviews of performance, allowing Council to quickly respond to any challenges and better align its efforts with the evolving needs of the community.

Alongside these high-level enhancements, Council has also begun working on improving the performance metrics used to evaluate each individual council service.

These refined measures will deliver greater insights and accountability, empowering the Council to optimise service delivery and ensure it is meeting the community’s expectations.

Implement the first stage of technology upgrades across Council’s systems to support the future readiness of community service delivery.

Over the past year, Council has made significant progress in modernising its core service administration platform through the OneCouncil program.

This multi-year initiative is upgrading Council’s technology infrastructure to a cloud-based Software-as-a-Service model, providing a more seamless and efficient foundation for service delivery.

To further strengthen the organisation’s technology capabilities, Council has also reviewed and restructured its cyber security program.

Implement key Smart Casey Launchpad projects to improve the uptake of technology, innovation and data to create a connected, sustainable, inclusive and innovative future for our growing City.

Council has made significant progress in advancing its smart city initiatives over the past year.

A major focus has been the deployment of sensor networks, with successful installations completed at Casey Fields and the Ray Bastin Reserve. These sensors are expected to provide essential data to inform more data-driven decision making and optimise council operations.

Alongside the sensor rollouts, the council has also been actively developing its “Living Lab” program, which aims to establish Casey as a testbed for innovative smart city solutions. This has included drafting a playbook, engaging 18 partners, and securing over \$180,000 in in-kind contributions.

To further support digital inclusion, the council has also launched successful digital skills mentoring sessions for older residents and implemented a broader digital literacy program for the community.

Community engagement has also been a priority, with the council receiving very positive feedback from its Community Reference Group, with over 90 per cent finding the sessions informative.

Commence a targeted program to attract new community service organisations that will fill service gaps and enhance the health, wellbeing and safety of residents.

In the past year, Council has developed and endorsed the new *Community Service Organisations (CSO) Growth and Attraction Framework 2024-27*. This strategic framework sets out a comprehensive plan to build the capacity of the sector and coordinate advocacy efforts to attract additional funding and specialised services to the Casey region.

The development of the framework involved extensive engagement and collaboration. This included establishing a project reference group to provide feedback on key initiatives, such as a model for assessing service gaps and funding opportunities, as well as a partnership model to leverage underutilised community facilities.

Council Wins World Smart City Expo Award

The City of Casey received the prestigious World Smart City Expo Award for its innovative approach to urban development and smart city initiatives, the Future Mobility Living Lab, on Tuesday 28 November 2023.

This recognition highlights Casey’s commitment to using technology and data to improve the quality of life for its residents.

The Future Mobility Living Lab, is an

initiative designed to explore and test new technologies and solutions for transportation. This project aims to enhance mobility and connectivity within the community, supporting sustainable and innovative transport options.

The Living Lab serves as a collaborative space for researchers, industry partners, and the community to develop and trial cutting-edge mobility solutions.

Key focus areas include autonomous vehicles, smart transportation systems, and sustainable mobility practices.

Bridging the Digital Divide in Education in the Community

The City of Casey launched an initiative aimed at bridging the digital divide in education within the community in July 2023.

The program provides students with access to digital resources and technology, ensuring equitable learning opportunities.

This initiative supports students from disadvantaged backgrounds, helping them succeed in a digitally driven educational environment.

The project includes distributing laptops and tablets to students, offering digital literacy workshops, and providing internet access to households in need.

By addressing the digital divide, the City of Casey aims to enhance educational outcomes and foster a more inclusive community.

Strategic Indicators

Indicator	Status	Commentary
Keep our customers more informed of the progress of their requests reducing the need for customers to contact Council.	Achieved	In October 2023, the City of Casey approved a new Customer Service Delivery Model, which will see customer interaction managed in a new way. The new tiered model will offer customers different levels of support in line with their needs as well as provide more self-serve options on the City of Casey website. Through the new model, Casey aims to resolve more customer requests at first contact and provide additional support for more complex customer inquiries. By streamlining customer service process, increasing communication with customers and providing employee training, Casey aims to deliver a more consistent and positive experience for our customers.
Grow self-serving channels to make it easier to connect with Council.	Achieved	The City of Casey has committed to implementing a centralised customer service delivery model to maximise self-service options. The focus will be on high-volume interactions, enabling the council to deliver the most value for its customers. New digital forms are scheduled to go live in July 2024.
Ensure customers' expectations are managed from first point of contact, to reduce duplication and delay in the system.	Achieved	In November 2023, the new centralised customer service delivery model was approved with implementation to commence at the end of July 2024. A key focus of the new model is to improve first-contact resolution and to increase our ability to achieve this, processes, knowledge material and training have been developed for Council officers.
Implement a refreshed and contemporary Council operating model that achieves the expected benefits.	Achieved	During the year the Outcomes Operating Model was implemented across the organisation through updated corporate planning and budget processes, new reporting and governance accountabilities and alignment of organisational structures. A new leadership development program for the organisation also commenced, which focuses on driving leadership accountability to outcomes.
Improve the overall efficiency of Council's operations.	Achieved	The organisation has made significant progress in delivering key initiatives aimed at improving its efficiency and effectiveness. The new corporate planning and budget process was successfully implemented, and initial workshops were conducted to identify process improvements within the core technology systems. In addition, a comprehensive review of the organisational structure was undertaken to ensure the most effective service delivery model for the community.

Number of public / private partnerships that directly supports and facilitates pathways into employment for Casey residents.	Achieved	Throughout the year, Council engaged and partnered with a number of organisations to deliver initiatives that will facilitate pathways into employment for Casey residents. These include: • Established five new partnerships with external organisations (public and private) ranging from industry tours, employment education programs, and partnerships between industry and government employment providers. • Established the Skills & Jobs Network Casey Cardinia (SJNCC) - a local network to improve collaboration and resource/opportunity sharing among employment and training providers. • Worked with employment service provider 'The Bridge' to identify programs and opportunities targeting youth unemployment. • South East Careers Expo, hosted by South East Local Learning and Employment Network (SELLEN) in May 2024, attracting 4000+ students to interact with training providers and industry. • Partnered with Vicinity Centres, SELLEN, Vic Pol and Jobs Victoria to host the inaugural Cranbourne Jobs Fair where over 400 jobseekers attended, with 20 local employers offering 80+ positions. • Established a partnership with Federation University resulting in several student work placements at Council.
Improve the shareability of data between agencies and partners for more innovative solutions to meet community needs.	Achieved	Casey's Open Data Portal is an ongoing data sharing program designed to make valuable datasets available to the community, students, and local businesses. As part of this initiative, Council officers have undertaken a number of key activities, including engaging with data stakeholders, performing user acceptance testing on new data, publishing additional datasets on the Open Data platform, and enhancing the overall user experience of the Open Data homepage.

Strategic Services

The strategic services that contribute to this strategic objective are:

Strategic Service	Actual \$'000	Budget \$'000	Variance \$'000
Customer Enables us to deliver efficient, consistent, and personable customer interactions that meet our customers' needs and expectations via the channel they prefer.	6,564	6,426	(138)
Finance Provides all elements of financial management associated with the delivery of services and the management of Council. Leads the development and implementation of the long-term financial plan. Includes budgeting, cashflow management, financial reporting to the community, budget engagement, and property rating services. Coordinates Council's partnerships with contractors through tendering and sourcing activities and provides strategic advice on procurement and contract management.	5,951	4,559	(1,392)
Information Technology Ensure that information, technology, and digital services provided to the City of Casey are consistent, secure, fit-for-purpose and aligned to strategic intent.	17,843	19,488	1,645
People Provides employment advice and support, recruitment, learning and development, health and safety, and industrial/employee relations for Council. Ensures Council have the right people in the right roles to deliver services for the community.	8,172	8,275	103
Strategy and Innovation The Strategy and Innovation service works across the organisation on opportunities to deliver increased value to our community and improve performance.	5,357	5,125	(232)



Bunjil Place 2023 Christmas Tree designed with Fountain Gate Primary School

Our organisation



Organisational structure

Council is the governing body that appoints the Chief Executive Officer (CEO). The CEO has responsibility for the day-to-day management of operations in accordance with the strategic direction of the Council Plan.

The CEO and three Directors from the Executive Leadership Team (ELT) lead the organisation.

The Strategy, Innovation and Transformation Department also reports directly to the CEO.

Details of the CEO, Directors and Managers reporting to the Directors are set out below and on the following page.



Chief Executive Officer (CEO)
Glenn Patterson

Our Directors



James Collins
Director City Planning and Infrastructure

Areas of responsibility:

- City and Asset Planning
- City Design and Construction
- Growth and Investment
- Infrastructure and Open Space
- Planning and Building
- Sustainability and Waste



Jen Bednar
Director Customer and Corporate Services

Areas of responsibility:

- Communications and Corporate Governance
- Customer and Digital
- Financial Services
- People and Culture
- Information Technology



Steve Coldham
Director Community Life

Areas of responsibility:

- Active Communities
- Child, Youth and Family
- Connected Communities
- Creative Communities

Chief Executive Officer
Glenn Patterson

Director Customer and Corporate Services Jen Bednar	Director Community Life Steve Coldham	Director City Planning and Infrastructure James Collins	Manager Strategy Innovation and Transformation Marion Greig
▼	▼	▼	
Manager Communications and Corporate Governance Chloe Casey	Manager Child, Youth and Family Bronwyn Saffron	Manager City and Asset Planning Keri New	
Manager Customer and Digital Donna Russ	Manager Connected Communities Callum Pattie	Manager City Design and Construction Mick Barrett	
Chief Information Officer (CIO) Clint Allsop	Manager Active Communities Angie Peresso	Manager Infrastructure and Open Space Mardi Cuthbert	
Chief Financial Officer (CFO) Melissa Baker	Manager Creative Communities Emily Clarke	Manager Growth and Investment Kathryn Seirlis	
Manager People and Culture Vicki Blackman		Manager Planning and Building Tania Asper	
		Manager Sustainability and Waste Michael Jansen	

As at 30 June 2024

Please note, an organisation restructure occurred in August 2023 to implement a refreshed and contemporary operating model and improve the alignment of the organisation with its strategic goals.

Council staff

A summary of the number of Council staff represented by full-time equivalent (FTE), employment type, division and gender as at 30 June 2024 is set out below.

Division	Male	Female	Self-described gender	Total FTE
	FTE	FTE	FTE	
Full Time Employees				
CEO's Office	15	32	0	47
City Planning and Infrastructure	194	128	0	322
Community Life	74	229	1	304
Customer and Corporate Services	77	128	0	205
Total	360	517	1	878
Part-Time Employees				
CEO's Office	0	2.36	0	2.36
City Planning and Infrastructure	5.67	30.41	0	36.08
Community Life	20.39	275.66	0.39	296.44
Customer and Corporate Services	1.74	31.90	0	33.64
Total	27.80	340.33	0.39	368.52
Casual Employees				
Total	7.32	8.16	0	15.48
Grand Total	395.12	865.49	1.39	1,262

Note: Grand Total FTE includes Casual Employees.

A summary of Council staff represented by full-time equivalent (FTE), employment classification and gender as at 30 June 2024 is set out below.

Classification	Male	Female	Self-described gender	Total FTE
	FTE	FTE	FTE	
Band 1	11.56	15.91	0	27.47
Band 2	0	1.57	0.39	1.96
Band 3	32.72	6.62	0	39.34
Band 4	39.51	61.39	0	100.90
Band 5	69.52	167.95	1	238.47
Band 6	121.69	152.95	0	274.64
Band 7	55.20	80.49	0	135.69
Band 8	37	42.02	0	79.02
Senior Officer	17	36.22	0	53.22
Maternal & Child Health Nurse (universal, enhanced and sleep)	0	45.20	0	45.20
Maternal & Child Health Nurse Coordinator (all services)	0	7.72	0	7.72
Lactation Consultant in Maternal Child and Health	0	1.77	0	1.77
Kindergarten Assistant	0.80	111.12	0	111.92
Kindergarten Teacher	1.80	109.29	0	111.09
Team Leader Pre-school field officer	1	9.73	0	10.73
Pre-school field officer	0	6.86	0	6.86
Trainee	0	0.52	0	0.52
Casual Employee	7.32	8.16	0	15.48
Grand Total	395.12	865.49	1.39	1,262

Our Volunteers

The City of Casey is fortunate to have a dedicated community of local volunteers who regularly contribute their time, energy, and expertise to support their fellow residents and play an essential role in delivering valuable services and programs across the city.

During the past year, our volunteers have delivered more than 30,000 meals to vulnerable residents and provided over 4,738 transport trips to assist older residents in attending important medical appointments. Additionally, volunteers have contributed to running kindergarten programs, community events, and the learner driver mentor program. Beyond the council's own volunteers, thousands of individuals throughout the City of Casey devote their time to supporting community groups, sporting clubs, and not-for-profit organisations.

The City of Casey is deeply grateful for the amazing contributions of all its volunteers, both past and present. Their dedication and selfless service have had a profound impact on the community, and Council extends its heartfelt appreciation for their invaluable efforts.

Enterprise Agreement

The Casey City Council Enterprise Agreement 2021 has been operational since October 2021, with an expiry date of 30 June 2024. This agreement outlines the employment entitlements and provisions for staff covered by it, including pay increases, leave entitlements, and flexibility provisions. The agreement is a crucial component of the employment framework at the City of Casey, and a key driver in supporting the delivery of the Council's Employee Value Proposition to attract, retain and support a high-performing workforce to deliver quality services to the local community.

As the final year of the current Enterprise Agreement's operation approaches, the organisation has now commenced negotiations for a replacement agreement to take effect from 1 July 2024. This process will involve consultation with staff and representatives to develop an agreement that continues to provide fair and competitive employment conditions, while also aligning with the Council's strategic priorities and workforce needs.

Equal Employment Opportunity program

The organisation recognises and respects the importance of diversity and inclusion and incorporates the principles of Equal Employment Opportunity (EEO) into recruitment practices. All staff are given access to information on our intranet in relation to their rights and responsibilities regarding discrimination.

The City of Casey has implemented several workforce development initiatives to support current and prospective employees. This includes launching a job application toolkit on the Casey Careers Portal to provide applicants with comprehensive support throughout the recruitment journey as a program to facilitate employment opportunities for its culturally and linguistically diverse (CALD) community members. Additionally, Council has focused on further developing its hiring managers' disability awareness through training provided by JobAccess and has supported the International Day of People with Disabilities.

Professional development

The City of Casey supports the ongoing growth and development of all staff by providing a comprehensive corporate learning program that addresses a broad range of development needs. Study assistance is also offered to encourage employees to pursue education and self-development as part of their career progression and ambitions.

As part of the approach to staff development, the new Capability Framework aims to identify the skills needed to enhance current organisational effectiveness and to develop a workforce that is future-ready and capable of meeting the evolving demands of the communities it serves. This ensures that

the workforce can help the city achieve its strategic priorities while addressing specific needs identified through performance and development plans and employee surveys.

The City of Casey encourages all staff to be proactive in their growth and development, expects its leaders to enable and support this, and is committed to providing quality, relevant, and engaging learning programs.

Gender Equality/ Prevention of violence against women

This year the Human Rights Commission, requested that an interim report be submitted by all entities, which highlighted progress toward the *Gender Equity Action Plan 2022–2026*.

Comprehensive workforce data was included in this report to provide a clear and compelling narrative about our workforce and highlight opportunities for improvement.

1. Preventing and responding to workplace sexual harassment
2. Establishing our architecture (systems, policies and data)
3. Building gender equality awareness, commitment and capacity

In support of these priority areas, the following programs, training and events were implemented during the year:

- Updated policies to ensure a diversity, equity, inclusion, and belonging lens is reflected.
- Promoted the Sexual Harassment Policy throughout the organisation as well as developed prevention and response training content, tools, and resources for sexual harassment in the workplace.
- Increased the number of Domestic Violence leave support days.
- Delivered workshops and training on foundational gender equality and intersectionality for Council officers.
- Provided Gender Impact Assessment (GIA) training, tools, and resources, including intersectionality, for all staff.

Health and Safety

Council is committed to maintaining a safety-first culture that prioritises the physical and psychological health and wellbeing of employees, volunteers, visitors, and contractors, embedding these values into everyday practices. Over the past 12 months, Council has maintained a Health and Safety Management System and is implementing improvements identified through the 2024 internal audit.

As a component of this system, regular health and safety compliance inspections

are conducted across all Casey owned and operated facilities, including school crossings. Additionally, Council has an active Health and Safety Representative (HSR) group and a Steering Committee that meet regularly to discuss and review health and safety hazards and incidents, as well as improvements and initiatives.

The table below outlines some of the key activities and performance in relation to key health and safety objectives:

Initiatives	Performance
Reducing risk of hazardous noise injuries	Casey has worked to address hazardous noise exposure among its workforce by reviewing the hearing monitoring program and developing a Noise and Hearing Monitoring Corporate Guideline. Council has also implemented mandatory biennial hearing tests for employees in high-risk roles, as identified through comprehensive noise assessments. There are also plans to implement a pre-employment medical (PEM) assessment for those roles identified as being exposed to hazardous noise levels.
Corporate first aid kit and defibrillator management	Council officers completed a comprehensive review of the first aid kit and defibrillator management practices, that identified inconsistent management practices. This review culminated in the development of a new corporate guideline.
Influenza vaccination program for employees	All employees were given the option of a free influenza vaccine. 24 per cent of employees participated in the program.
Psychosocial Hazards Project	Casey undertook a Psychological Health and Safety Business Review against the ISO 45003 which provides guidelines for managing psychosocial risks. This comprehensive review has resulted in a draft analysis and report. The report and its recommendations, are currently under review. The incident report program was also modified to include reporting of psychosocial incidents and hazards.



Installation view: Ash Keating: Pressure Bunjil Place Gallery, 2024. Courtesy the artist.
Photo: Paoli Smith

Governance, management and other information

NGV Kids on Tour participants, Bunjil Place

Governance

The City of Casey is constituted under the *Local Government Act 2020* to provide leadership for the good governance of the municipal district and the local community.

Council has a number of roles including:

- Considering the diverse needs of the local community in decision-making
- Providing leadership by establishing strategic objectives and monitoring achievements
- Ensuring that resources are managed in a responsible and accountable manner
- Advocating for the interests of the local community to other communities and governments
- Fostering community cohesion and encouraging active participation in civic life.

Council is committed to effective and sustainable forms of democratic and corporate governance as the key to ensuring Council and its administration meet the community’s priorities. The community has many opportunities to provide input into Council’s decision-making processes including community consultation, working groups and advisory committees.

Council’s formal decision-making processes are conducted through Council meetings. Council delegates most of its decision-making to Council staff. These delegations are exercised in accordance with adopted Council policies.

In February 2020, the elected Councillors were dismissed by an act of Parliament. Three Administrators, appointed by the Minister for Local Government now fulfil the role of the Council until October 2024.

Meetings of Council

Council conducted open public meetings on the third Tuesday of each month during 2023/24. Members of the community were welcome to attend these meetings and observe from the gallery. All Council meetings were live streamed, with a total community reach of almost 12,900 viewers. Council meetings also provided the opportunity for community members to submit a question to the Council or make a submission.

Meeting attendance:

The below table details Council meeting attendance by the panel of Administrators up to 30 June 2024.

Administrator	Council Meetings (13 total)	Delegated Committee Meetings (0 total)	Total Meetings attended
Duff	11	0	11
Belmar	12	0	12
Boardman	11	0	11

Delegated Committees and Community Asset Committees

The *Local Government Act 2020* allows councils to establish one or more delegated committees and asset committees.

The Council did not establish any Delegate Committees or Community Asset Committees during 2023/24.

Allowances and expenses

Administrator allowances and expenses

The Administrator allowances are set by the Minister of Local Government.

In accordance with Section 75 of the Act, Council is required to reimburse an Administrator for expenses incurred while performing their duties as an Administrator.

Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for Administrators. The policy provides guidance for the payment of reimbursements of expenses and the provision of resources, facilities and other support to the Administrators to enable them to discharge their duties.

The table below outlines Administrator allowances and expenses for 2023/24:

Administrator	Remuneration	Super (11%)	Total Remuneration	IT and Communications	Total
Mr Boardman	\$154,570	\$17,003	\$171,573	\$764	\$172,337
Mr Belmar	\$154,570	\$17,003	\$171,573	0	\$171,573
Ms Duff	\$300,225	\$33,025	\$333,249	\$172	\$333,422
Total	\$609,365	\$67,030	\$676,395	\$937	\$677,332

Conflict of interest

Councillors and Administrators are required by legislation to act in the best interests of the community. This is a position of trust that requires them to act in the public interest. When a Council delegates its powers to a Council employee or a special committee, the committee or employee also needs to act in the public interest. A conflict of interest occurs when personal or private interest might compromise the ability to act in the public interest. A conflict of interest exists even if no improper act results from it.

Council has a comprehensive procedure in place to accommodate the disclosure of a conflict of interest. Declaration of a conflict of interest is a standard agenda item for all Council and Committee meetings. While the procedures vary depending on the particular role and circumstances, in general they involve disclosing the relevant interests in a specific way and then stepping aside from the relevant decision-making process or from the exercise of the public duty. A register is maintained to record all disclosed conflict of interests. During 2023/24, no conflicts of interest were declared.

Audit and Risk Committee

The Audit and Risk Committee's role is to monitor, review and advise Council on the standard of its financial control, risk management and corporate governance. The Committee assists Council in carrying out its responsibilities for accountable financial management, good corporate governance, maintaining an effective system of internal control and risk management and fostering an ethical environment. The Audit and Risk Committee consists of three independent members, Mr John Nguyen (Chair), Ms Carol Pagnon, Mr Ernest Stabek and Mr Cameron Boardman (Administrator). Independent members are appointed for a three-year term.

The Audit and Risk Committee meets five times a year, with one meeting dedicated to the end of-year financial and performance statements. The Internal Auditor, Chief Executive Officer, Chief Financial Officer and Manager Communications and Corporate Governance attend all Audit and Risk Committee meetings. Other management representatives attend as required to present reports. The external auditors attend twice a year to present the financial and performance statements and audit strategy. Minutes from each Audit and Risk Committee meeting are subsequently reported to and considered by Council.

External Audit

Council is externally audited by the Victorian Auditor-General. For 2023/24, the annual external audit of Council's Financial Statements and Performance Statement was conducted by the Victorian Auditor-General's Office (VAGO). VAGO also presented the Financial Audit Strategy.

The final management letter, along with management's responses and the Annual Financial and Performance Statements, will be presented to the Committee at its meeting in September 2024.

Internal Audit

Council's internal audit function provides independent and objective assurance that the appropriate processes and controls are in place across Council. Internal audit services are provided by an external provider with extensive local government experience. A risk based three-year Internal Audit Plan is revised annually to ensure the audit resources remain focused on the appropriate areas.

The review process considers Council's risk framework, the council plan, the impact of any change on operations, systems or the business environment, prior audit coverage and outcomes, and management input. The three year and annual Audit Plans are reviewed and approved by the Audit and Risk Committee annually. The internal auditor attends Audit and Risk Committee meetings to report on the status of the annual Audit Plan, present the three-year Strategic Internal Audit Plan and to present findings of completed reviews.

The responsible managers for each area reviewed are required to attend Audit and Risk Committee meetings to respond to questions in relation to the reviews. All audit issues identified are risk-rated. Recommendations are assigned to the responsible manager and tracked by Council in an appropriate management system. Managers provide quarterly action status updates that are reviewed and reported to the Executive Leadership Team and the Audit and Risk Committee. Quality assurance is measured through the annual Audit and Risk Committee self-assessment and completion of the Internal Audit Plan.

Risk Management

Council's Enterprise Risk Management Framework is an organisation-wide commitment to a consistent approach to managing risk. The framework and supporting documents align to the international standard for risk management – AS/NZS ISO 31000:2018 and the Victorian Government Risk management framework.

Risk management planning is an ongoing organisation-wide exercise. Each department has a risk profile with strategies to minimise and manage identified risks. Monitoring of identified high level and strategic risk is reported regularly to Council's Executive Leadership Team, Audit and Risk Committee and Council. Clear risk appetite guidelines allow staff to confidently make decisions within agreed risk boundaries, encouraging flexibility and accountability. Setting and communicating risk appetite within the organisation also supports effective governance, strategy, culture, and reporting.

A comprehensive prevention of fraud and corruption program has been in place since 2008 with Council employees trained through a regular online training program on how to recognise and report fraud and corruption.

The purpose of Council's Business Continuity Plan is to build organisational capability to support the critical functions of Council in the event we have an interruption affecting our buildings, technology, or resources.



Governance and Management Checklist

The following are the results in the prescribed form of Council's assessment against the prescribed governance and management checklist.

Governance and Management Item	Assessment	Date
Community Engagement Policy (Policy outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the Act	18/08/2020
Community Engagement Guidelines (Guidelines to assist staff to determine when and how to engage with the community)	Current guidelines in operation	18/08/2020
Financial Plan (Plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	Adopted in accordance with section 91 of the Act	24/06/2024
Asset Plan (Plan that sets out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Adopted in accordance with section 92 of the Act	21/06/2022
Revenue and Rating Plan (Plan setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the Act	29/06/2021
Annual Budget (Plan setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Budget adopted in accordance with section 94 of the Act	24/06/2024
Risk Policy (Policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Current policy in operation	21/06/2023
Fraud Policy (Policy outlining Council's commitment and approach to minimising the risk of fraud)	Current policy in operation	12/04/2022
Municipal Emergency Management Planning (Participation in meetings of the Municipal Emergency Management Planning Committee)	Municipal Emergency Management Planning Committee (MEMPC) meetings attended by one or more representatives of Council (other than the chairperson of the MEMPC) during the financial year	01/08/2023 14/11/2023 13/02/2024 07/05/2024
Procurement Policy (Policy outlining the principles, processes and procedures that will apply to all purchases of goods and services by Council)	Adopted in accordance with section 108 of the Act	15/12/2022
Business Continuity Policy (Plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster)	Current plan in operation	21/01/2020

Governance and Management Item	Assessment	Date
Disaster Recovery Plan (Plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Current plan in operation	01/03/2021
Complaint policy (Policy under section 107 of the Act outlining Council's commitment and approach to managing complaints)	Policy developed in accordance with section 107 of the Act	14/12/2021
Workforce plan (Plan outlining Council's commitment and approach to planning the current and future workforce requirements of the organisation)	Plan developed in accordance with section 46 of the Act	12/06/2023
Payment of rates and charges hardship policy (Policy outlining Council's commitment and approach to assisting ratepayers experiencing financial hardship or difficulty paying their rates)	Current policy in operation	29/02/2021
Risk Management Framework (Framework outlining Council's approach to managing risks to the Council's operations)	Current framework in operation	29/01/2020
Audit and Risk Committee (advisory committee of Council under section 53 and 54 of the Act)	Established in accordance with section 53 of the Act	17/09/1996
Internal audit (Independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Internal auditor engaged	17/07/2015
Performance reporting Framework (A set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act)	Current framework in operation	12/12/2017
Council Plan report (Report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Current report	15/08/2023 21/11/2023 20/02/2024 21/05/2024
Quarterly budget reports (Quarterly reports to Council under section 97 of the Act, comparing budgeted results and explanation of any material variations)	Quarterly reports presented to Council in accordance with section 97(1) of the Act	17/10/2023 21/11/2023 20/02/2024 21/05/2024
Risk reporting (Six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Risk reports prepared and presented	12/03/2024 11/06/2024

Governance and Management Item	Assessment	Date
Performance reporting (Six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 98 of the Act)	Performance reports prepared	17/10/2023 19/03/2024
Annual report (Annual report under sections 98 and 99 of the Act containing a report of operations and audited financial performance statements)	Presented at a meeting of Council in accordance with section 100 of the Act	17/10/2023
Councillor Code of Conduct (Code setting out the standards of conduct to be followed by Councillors and other matters)	Code of conduct reviewed and adopted in accordance with section 139 of the Act	21/03/2023
Delegations (Documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Delegations reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act	S5: 23/09/2021 S6: 27/05/2024 S7: 06/10/2023 S12: 02/10/2023 S13: 02/10/2023
Meeting Procedures (Governance rules governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the Act	18/04/2024

I certify that this information presents fairly the status of Council’s governance and management arrangements.

Glenn Patterson
Chief Executive Officer
Dated: 10 September 2024



Noelene Duff PSM
Chair of Administrators
Dated: 10 September 2024



Jump In 2023, Presented in partnership with Riddim Studios, Bunjil Place Plaza

Statutory information



Forecast

368,000 Startups	3,681 Startups	3,681 Startups	3,681 Startups
x \$349.00 kit	x \$349.00 kit	x \$349.00 kit	x \$349.00 kit
\$135M+	\$135M+	\$135M+	\$135M+

The long-term strategy is to be the leader in Marketing Education & the default choice for supplier of Business Tools for new entrants.
The more entrants there are, the bigger the Total Addressable Market.
We get there by putting a Kit into every classroom.

Session 5:
Startup Pitchfest

Sponsored by:

TheHypeSociety

ASSERTIVE MEDIA

City of Casey

CASEY INNOVATION SUMMIT

A Future-ready City

Documents available for public inspection

In accordance with section 57 and 58 of the *Local Government Act 2020*, documents and information available to the public will be managed as set out in Council’s *Public Transparency Policy*.

A list of documents available for inspection under the various Acts Council is subject to, can be found in Council’s Part II Statement in accordance with section 7 of the *Freedom of Information Act 1982*.

Contracts

Councils Procurement Policy is consistent with section 108 of the *Local Government Act 2020* (the Act).

For Council contracts greater than a value of \$200,000 (including GST), Council conducts strategic reviews to determine the following:

- whether the service is still required
- the strategic approach for delivering and providing the service
- how the service aligns to Council’s strategic objectives
- analysis of the supplier market
- the best procurement methodology and delivery.

Council issued 52 tenders in 2023-24, covering the following service categories:

- capital and infrastructure work
- operational services
- technology
- consultancy and other work
- community services

Council did not enter any other contracts valued at \$200,000 (including GST) or more for goods and services without engaging in a competitive process, outside of the exemptions process allowed by its Procurement Policy.

Disability access and inclusion

Southern Region Disability Alliance (SRDA)

The SRDA was formed in 2019 as a partnership between Cardinia Shire Council, City of Casey and the City of Greater Dandenong to collectively advance outcomes for people with a disability across all components of community life. The SRDA works together with service providers, community organisations and the community to achieve this vision across the southern-metropolitan region of Melbourne.

Currently the SRDA has 112 members, representing the disability sector, including disability support services, carer organisations, individuals, carers, disability support staff, Council officers and public health organisations.

Regular meetings have been held during the year to provide a platform for the sector to discuss key issues, network and develop projects to improve outcomes for people with a disability.

Many areas across Council have implemented actions to create a whole of Council approach to accessibility to increase awareness and support staff and community on disability access and inclusion.

- Updates on the plan’s actions are as follows:
- Established the Disability Access and Inclusion Advisory Group (DAIAG), which includes community members with lived experience of disability, carers, and service provider organisations. This group will discuss the development of the Disability Inclusion Action Plan (DIAP) and provide advice to Council on issues related to disability access and inclusion.
- Engaged Get Skilled Access (GSA) to consult with the community and employees for the development of the Disability Inclusion Access Plan (DIAP), including surveys and focus groups.
- Held training sessions through Job Access for hiring managers on disability-inclusive recruitment.

- Commenced the launch of the Hidden Sunflowers program, which highlights hidden disabilities for employees.
- Celebrated International Day of People with Disability (IDPD) with guest speaker Seamus Evans, who spoke about celebrating difference.
- Continued to provide support and advice on Council strategic documents from an equity and inclusion, disability, and intersectional perspective.
- Provided continued support for Monash Health Occupational Therapist (OT) students to undertake fourth year assessment projects around supporting Autistic and neurodivergent Casey residents to access public and open spaces.

Carers recognition

In accordance with the *Carers Recognition Act 2012*, Council is required to report annually on its care measurement obligations under Section 11 of that Act. Council took all practical measures to comply with its responsibilities under this Act.

Council has promoted the principles of the Act to people in care relationships who receive Council services as well as the wider community.

This included consulting and collaborating with carers as part of the development of the *Disability Inclusion Action Plan* (DIAP), to better understand their needs and aspirations. By engaging directly with carers and incorporating their perspectives, Council aims to ensure that the DIAP and its implementation are responsive to the unique challenges and requirements of those in care relationships within the community.

Domestic Animal Management Plan

Over the last year, the City of Casey has made ongoing progress in implementing the *Domestic Animal Management Plan* (DAMP). This year the City Compliance team have produced and delivered several animal management initiatives, educated residents on responsible pet ownership topics, promoted the value of pet registration, and ensured the safety and

harmony of both residents and animals within the City of Casey.

The City of Casey has 35,380 cats and dogs registered within the municipality. A total of 939 dogs and 1,987 cats were collected and impounded after they were found off their property and unable to be reunited due to lack of registration. Local Laws Officers investigated 353 dog attacks and rush offences resulting in 30 dogs being seized pending court outcomes. A total of 20 briefs of evidence were collated, with 17 matters prosecuted, which all resulted in successful outcomes. Three matters are still outstanding in court.

During the year, several projects were carried out to encourage responsible pet ownership in our city. These included:

- **Increasing awareness**
A focus on raising awareness about responsible pet ownership through community engagement programs, public campaigns, and online resources. Council officers attended educational community events and collaborated with kindergartens and schools to implement the State Government’s dog bite prevention and therapy dogs in schools’ program. Message boards have also been installed on all new local laws vehicles to display educational messages promoting animal welfare and responsible pet ownership.
- **Promoting registration**
Council officers actively promoted pet registration by collaborating with local vets and distributing informative pet registration brochures. In collaboration with Village Cinemas, the City of Casey launched a campaign featuring an animated responsible pet owner video that aired over 200 times per week for six weeks. This initiative aimed to enhance awareness and encourage pet registration among residents.
- **Adoption and rehoming**
Council worked with the Lost Dogs Home to promote pet adoption through the ‘Furry Friends Friday’ campaign on Facebook. This campaign highlighted cats and dogs available for adoption, increasing the chances of finding them new homes. Discounted adoption campaigns were also undertaken with the Lost

- Dogs Home, offering cat and dog adoptions for a \$50 fee which included desexing, microchipping and vaccination.
- **Community education programs**
Council officers run regular community education programs to promote responsible pet ownership, with a particular emphasis on supporting vulnerable and disadvantaged individuals. As part of this ongoing effort, Council developed a Cat Desexing Campaign, offering eligible residents half-price cat desexing and microchipping in collaboration with the National Desexing Network. This event was successfully conducted twice over the past 12 months, resulting in a total of 100 cats being desexed and 72 cats being microchipped.
 - **Professional development**
Council has invested significantly in training its Local Laws Officers, focusing on enhancing their expertise in animal behaviour, welfare, and enforcement. Officers received over 80 hours of training related to animal matters, which has equipped them with advanced skills and knowledge. This has enabled officers to enforce animal management issues effectively and handle diverse situations with compassion. Council's commitment to professional development and well-trained officers underscores its dedication to the goals of the Domestic Animal Management Plan.
 - **Animal welfare enforcement**
The City of Casey has recently approved authorisation for its Local Laws Officers under the *Prevention of Cruelty to Animals Act 1986* (POCTA). This marks a significant step towards ensuring community safety and welfare. With these enhanced powers, the officers can now more effectively address issues involving animal welfare matters as part of their duties.

Council Inspections

Council officers maintained a robust animal management and investigation service during the year. Officers took prompt action in handling complaints related to nuisance animals, stray animals, and dog attacks. All property inspections were undertaken for dogs that have been declared dangerous, menacing or are a restricted breed. These inspections are to ensure all housing and legislative requirements under the *Domestic Animals Act 1994* were compliant so that our community is kept safe.

All Domestic Animal Businesses (DAB) have renewed their registration and have been audited and inspected. DAB's include pet shops, boarding kennels, pounds and shelters, training establishments, breeding, and rearing businesses. Reactive inspections were also undertaken in Casey to identify illegal breeding establishments.

Council officers have increased enforcement efforts, conducting regular patrols in parks and public areas to strictly enforce dog-on-lead laws and ensure unleashed dogs do not pose a potential threat. Additionally, existing dog parks are closely monitored by officers to maintain a safe and controlled environment for both dogs and their owners.

Furthermore, the City of Casey recently secured \$480,000 in funding from the Department of Energy, Environment and Climate Action (DEECA) to construct a new dog park at Essex Park Drive Reserve in Endeavour Hills. This will be the first-ever dog park in the area, further enhancing recreational opportunities for pet owners and their furry companions.

Alongside these initiatives, the City of Casey has also actively raised awareness, promoted pet registration and identification, ensured compliance with animal management regulations, and provided education and support to the community. These comprehensive efforts highlight Council's commitment to promoting responsible pet ownership practices and creating a harmonious community where both pets and residents can thrive.

Food Act Ministerial Directions

In accordance with Section 7E of the *Food Act 1984*, Council is required to publish a summary of any Ministerial Directions received during the financial year in the annual report. No such Ministerial Directions were received by Council during the 2023/24 financial year.

Freedom of Information

In accordance with section 7(4AA) (a) and 7(4AA) (b) of the *Freedom of Information Act 1982*, Council is required to publish certain statements in their annual report or separately such as on its website, concerning its functions and information available.

Council has chosen to publish the statements separately in a document called a Part II Statement which can be found on the Freedom of Information section of our website, however, Council provides the following summary of the application and operation of the *Freedom of Information Act 1982*.

The *Freedom of Information Act 1982* provides members of the community with a legally enforceable right of access to documents held by Council, unless exemptions apply. Common exemptions include documents containing material obtained in confidence (such as the details of complaints about neighbourhood nuisances such as barking dogs), personal information where release would be unreasonable (including the details of an individual's health or financial position) and material of a commercially sensitive nature. Reasons are provided if requests are refused and the applicant is advised of the appeal rights that apply.

Requests under the *Freedom of Information Act 1982* should be directed to:

Freedom of Information Officer

City of Casey
PO Box 1000
Narre Warren 3805
Tel: 9705 5200
Email: caseycc@casey.vic.gov.au

All requests must be in writing giving sufficient information to enable Council to identify the document sought. An application form is available from the Freedom of Information Officer who can also provide advice on the wording of the request or downloaded from Council's website. From 1 July 2023, the application fee is \$31.80 and the charge for searching is \$23.90 per hour.

There were 106 Freedom of Information requests lodged in 2023/24. For more information, contact the Freedom of Information Officer.

Privacy report

Council is required to comply with the *Privacy and Data Protection Act 2014* and the *Health Records Act 2001*. Under these Acts, Council is required to be as open as possible in regard to how Council collects, uses, stores and protects the personal and health information it holds.

Council is committed to protecting people's right to privacy and the responsible and fair handling of personal information, consistent with the *Privacy and Data Protection Act 2014* and the *Health Records Act 2001*. These Acts outline several privacy principles that Council must adhere to when undertaking its statutory functions and activities, so the privacy of individuals can be protected.

Council's Privacy Policy is available from all Council offices and can be viewed on Council's website at casey.vic.gov.au/privacy.

Council has established a process for receiving, logging, actioning and managing the reporting of requests for information to ensure it meets the requirements of the *Privacy and Data Protection Act 2014* or other legislation.

The Request for Information document can also be found and downloaded from Council's website at casey.vic.gov.au. Further queries regarding privacy matters and the handling of personal information should be directed to:

Privacy Officer
City of Casey
PO Box 1000
Narre Warren 3805
Tel: 9705 5200
Email: caseycc@casey.vic.gov.au

Public interest disclosure procedures

Public Interest Disclosures Act 2012

The *Public Interest Disclosures Act 2012* aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and provide protection for people who make disclosures.

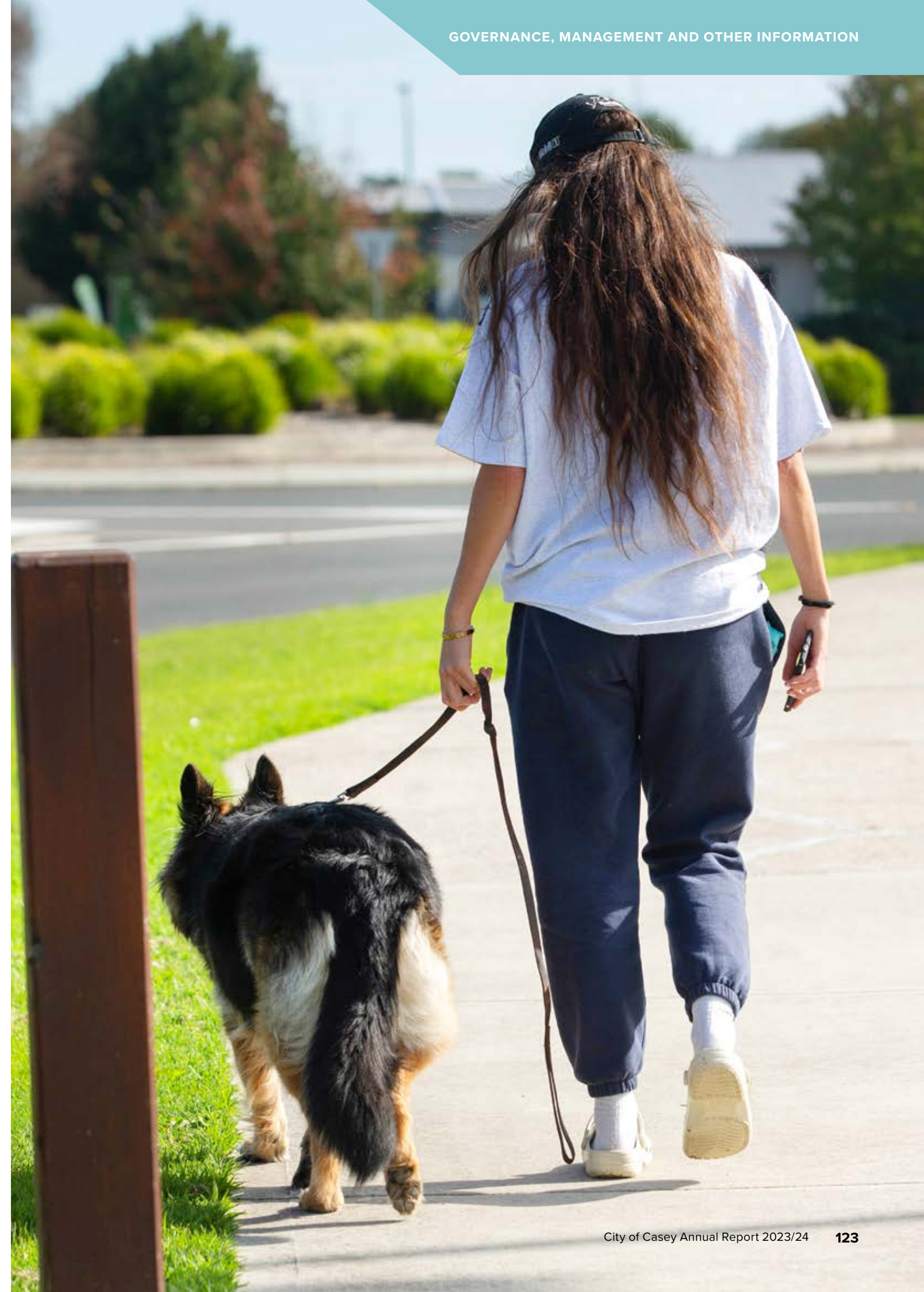
In accordance with section 70 of the *Protected Disclosure Act 2012*, Council must include in their annual report information about how to access the procedures established by the Council under Part 9 of that Act.

Procedures on how to make a disclosure were reviewed in September 2019 and are publicly available on Council's website. Council is also required to provide certain information about the number and types of public interest disclosure complaints during the financial year. There were no disclosures under section 21(2) of the *Public Interest Disclosures Act 2012*.

Road Management Act Ministerial Directions

In accordance with Section 22 of the *Road Management Act 2004*, Council must publish a copy of summary of any Ministerial Direction in its annual report.

No such Ministerial Directions were received by Council during the 2023/24 financial year.



Development Contributions Plan



Table 1: Total DCP levies received in 2023/24 financial year

City of Casey	Year Approved	DCP	Levies Received \$
OldCranbourne East	2008	DCP004	41,353
Cranbourne East	2010	DCP010	24,079
Cranbourne North	2011	DCP011	1,684,428
Cranbourne West	2010	DCP012	10,261,988
Clyde North	2011	DCP013	4,871,391
Botanic Ridge	2013	DCP014	3,435,013
Clyde	2014	DCP015	27,045,189
Berwick Waterways	2014	DCP018	3,229,377
Brompton Lodge	2016	DCP019	808,246
Total			51,401,064

Table 2: DCP land, works, services or facilities accepted as works-in-kind in 2023/24 financial year

Name of DCP	Year App	Project ID	Project Description	Item Purpose	Project Value (\$)
Cranbourne North	2011	RD18	Intersection Glasscocks Rd & White Connector St	ROAD	1,790,352
Clyde North	2011	RD04A	North-South Arterial	ROAD	1,001,931
Clyde North	2011	RD10	Nth-SNth-Sth Arterial/Loc Tw n Ctr SignalIntersect 3	ROAD	511,813
Clyde North	2011	RD11	NthSthArterial/E-WConnectorRd SignalIntersect 4	ROAD	89,129
Clyde	2014	IN53-04	Bells Road / Thompson Road	ROAD	205,014
Clyde	2014	RD54-01A	Hardys Road (Berwick-Cranbourne Road Road to Bells Road	ROAD	1,781,489
Clyde	2014	IN53-16	Hardys Rd / Nth-Sth connector West of Bells Rd-West	ROAD	2,954,397
Clyde	2014	BR54-05	Hardys Road crossing of drainage area	ROAD	47,861
Clyde	2014	IN53-17	Bells Road / Hardys Road	ROAD	207,000
Total					8,588,986

Table 3: Total DCP contributions received and expended to date (for DCPs approved after 1 June 2016)

Name of DCP	Year Approved	Total Levies Received (\$)	Total Levies Expended (\$)	Total Work-in-kind accepted (\$)	Total DCP Contributions received (Levies and Work-in-kind) (\$)
Brompton Lodge	2016	7,106,798	3,223,794	18,131,063	25,237,861
Total		7,106,798	3,223,794	18,131,063	25,237,861

Table 4: Land, works, services or facilities delivered in 2023/24 financial year from DCP levies collected

DCP Name	Year Approved	Project ID	Project Description	DCP Fund Expended (\$)	Works-in-kind accepted (\$)	Councils Contributions (\$)	Other Contributions (\$)	Total Project Expenditure (\$)
DCP003	2002	PJ03	499s Evans Road	6,967,951	0	2,047,013	0	9,014,964
DCP005	1993	PJ01	Glasscocks Rd	4	0	83,333	0	83,338
DCP006	1997	PJ01	Berwick Springs Wetlands Reserve - Masterplan Implem	17,731	0	0	0	17,731
DCP008	1998	PJ03	Bernly Gardens Sports Reserve	635,195	0	0	40,000	675,195
DCP010	2010	RD07C	Linsell Bid realign Rd 340 mtr east Clyde Rd	44,121	0	3,299,113	0	3,343,234
DCP010	2010	RD09	Construct Ballarto Road- b/w SGHwy and Casey Fields Blvd	170,953	0	0	0	170,953
DCP010	2010	RD14	INS- SGHwy & Ballarto Rd roundabout & ped signals	133,733	0	0	0	133,733
DCP010	2010	RD19	INS- Interim signalised intersection Cameron/Elmslie Street	1,827,742	0	0	0	1,827,742
DCP011	2011	RD18	Intersection Glasscocks Rd & White Connector St	0	1,790,352	0	0	1,790,352
DCP011	2011	RD22	Intersection Thompsons Rd & Production Road (Bray Blvd)	2,866	0	0	0	2,866
DCP013	2011	RD04A	North-South Arterial	0	1,001,931	0	0	1,001,931
DCP013	2011	RD06	Grices Road (East)	278,648	0	0	0	278,648
DCP013	2011	RD10	Nth-SNth-Sth Arterial/Loc Tw n Ctr SignalIntersect 3	0	511,813	0	0	511,813
DCP013	2011	RD11	NthSthArterial/E-WConnectorRd SignalIntersect 4	0	89,129	0	0	89,129
DCP013	2011	CI03	Clyde North - FCC (80s Springleaf Ave)	2,237,972	0	0	0	2,237,972
DCP013	2011	AR03	Clyde North - AOS2 (600 (i) Bells Rd)	4,544	0	0	0	4,544
DCP013	2011	AR05	Clyde North - AOS 3 (20s Springleaf Ave)	74,624	0	0	0	74,624

Table 4: Land, works, services or facilities delivered in 2023/24 financial year from DCP levies collected (continued)

DCP Name	Year Approved	Project ID	Project Description	DCP Fund Expended (\$)	Works-in-kind accepted (\$)	Councils Contributions (\$)	Other Contributions (\$)	Total Project Expenditure (\$)
DCP014	2013	RD03	2 lane from Sth Gippsland hwy to Craig Rd	25,652	0	0	0	25,652
DCP014	2013	RD06	Ballarto Rd West of Sth Gipps Hwy upgrade to urban	921,014	0	4,542,256	0	5,463,270
DCP014	2013	IN02	Sth Gipps Hwy / Ballarto Rd Intersection	755,472	0	0	0	755,472
DCP015	2014	RD-53-03A L	Bells Road (Hardys Road to Thompsons Road)	1,992,000	0	0	0	1,992,000
DCP015	2014	RD-54-01A C	Hardys Road (Berwick-Cranbourne Road Road to Bells Road	19,757	1,781,489	0	0	1,801,246
DCP015	2014	RD-54-01L	Hardys Road (Berwick-Cranbourne Road Road to Bells Road	412,163	0	12,615	0	424,778
DCP015	2014	RD-54-04A C	Bells Road (Pattersons Rd to Hardys Road)	95,618	0	0	0	95,618
DCP015	2014	IN-53-04 C	Bells Road / Thompson Road	2,383,169	205,014	0	0	2,588,184
DCP015	2014	IN-53-06 C	Thompsons Rd / nth-sth connector East of Bells Rd-east	82,564	0	0	0	82,564
DCP015	2014	IN-53-08 C	Bells Road / East-west connector	282,453	0	0	0	282,453
DCP015	2014	IN-53-11 C	Bells Road / Sofra Road	562,711	0	0	0	562,711
DCP015	2014	IN-53-13 C	Hardys Rd / Nth Sth connector east of Berw-Cranb Rd	4,435	0	0	0	4,435
DCP015	2014	IN-53-14 C	Hardys Road / connector MTC	10,800	0	0	0	10,800
DCP015	2014	IN-53-16 C	Hardys Rd / nth-sth connector West of Bells rd-West	0	2,954,397	0	0	2,954,397
DCP015	2014	IN-53-17 C	Bells Road / Hardys Road	91,337	0	0	0	91,337

Table 4: Land, works, services or facilities delivered in 2023/24 financial year from DCP levies collected (continued)

DCP Name	Year Approved	Project ID	Project Description	DCP Fund Expended (\$)	Works-in-kind accepted (\$)	Councils Contributions (\$)	Other Contributions (\$)	Total Project Expenditure (\$)
DCP015	2014	IN-53-17 L	Bells Road / Hardys Road	207,000	207,000	0	0	414,000
DCP015	2014	IN-54-11 C	Tuckers Rd / Sth connector (active open space LS-54-04)	174,693	0	0	0	174,693
DCP015	2014	BR-53-03 C	Bells Road culvert over Ti Tree Creek	18,384	0	0	0	18,384
DCP015	2014	BR-54-05 C	Hardys Road crossing of drainage area	0	47,861	0	0	47,861
DCP015	2014	BR-54-14 C	Tuckers Road crossing of drainage area	154,156	0	0	0	154,156
DCP015	2014	CO-53-01 C	Thompsons Road - Level 1 CF (70 Hardys Rd Clyde North)	219,096	0	0	0	219,096
DCP015	2014	CO-53-04 L	Thompsons Road - Level 1 CF (105S Smiths Ln Clyde North)	2,434,238	0	0	0	2,434,238
DCP015	2014	CO-54-04 C	Clyde Creek - Level 1 CF (350 (s) Clyde-Fiveways Rd Clyde)	1,103,628	0	2,442,066	0	3,545,694
DCP015	2014	LS-53-01A L	Thompsons Road - LS1 (65 (i) Hardys Rd Clyde North & 60 (i) Plymouth Blvd Clyde)	835,000	0	0	0	835,000
DCP015	2014	LS-53-03 L	Thompsons Road - LS3 (105 (s) Smiths Ln Clyde North & 1575 Pound Rd Clyde North)	16,605,180	0	0	0	16,605,180
DCP019	2016	RD02-C	Chevron Avenue upgrade	35,585	0	152,195	0	187,780
DCP019	2016	IN05-L	Ballarto Road/Cranbourne-Frankston Road/Pearcedale Road	106,590	0	0	0	106,590
DCP090	2010	RD22	Volk Road construction	127,648	0	0	0	127,648
Total				\$42,056,428	\$8,588,986	\$12,578,592	\$40,000	\$63,264,006



Infrastructure Contributions Plan

Table 1: Total ICP monetary component received in 2023/24 financial year

Name of Collecting Agency	Name of ICP	Monetary component in levies received in 2023/24 financial year (\$)	Value of works in kind received in satisfaction of monetary component in 2023/24 financial year (\$)	Total monetary contribution received in 2023/24 financial year (\$)
City of Casey	Cardinia Creek South	7,268,000.00	10,160,712.44	17,428,712.44
City of Casey	Minta Farm	1,640,919.00	19,303,872.71	20,944,791.71
Total				38,373,504

Table 2: Inner public purpose land received in 2023/24 financial year

Name of Collecting Agency	Name of ICP	Project ID	Project Description	Project Section
City of Casey	Cardinia Creek South	COMP4	Property 4 IN06L Alexander Boulevard / Key Local Access Street Intersect	0.3095
City of Casey	Cardinia Creek South	COMP4	Property 4 IN05L Thompsons Road / Alexander Boulevard Intersection	0.1856
City of Casey	Minta Farm	ICP-IPPL-U5	Minta Estate LP-08	0.8000
Total				1.2951

Table 3: Total Land Equalisation Amount (LEA) received and Land Credit Amount (LCA) paid in 2023/24 financial year

Name of Collecting Agency	Name of ICP	Total of any LEAs received in 2023/24 financial year (\$)	Total of any LCAs paid in 2023/24 financial year (\$)
City of Casey	Cardinia Creek South	4,797,046	0
City of Casey	Minta Farm	1,237,770	0
Total		6,034,816	0

Table 4: ICP works, services and facilities accepted as works-in-kind in 2023/24 financial year

Name of Collecting Agency	Name of ICP	Project ID	Project Description	Item purpose	Project value (\$)
City of Casey	Cardinia Creek South	RD02C	Patterns Road - Nth-Sth Connector to McCormacks Rd	ROAD	918,342
City of Casey	Cardinia Creek South	RD03C	Thompsons Road - Smiths Lane to Alexander Boulevard	ROAD	532,991

City of Casey	Cardinia Creek South	IN01C	Bells Road / Pattersons Road Intersection	ROAD	387,553
City of Casey	Cardinia Creek South	IN04C	Patterns Road / North-South Connector Intersection	ROAD	534,008
City of Casey	Cardinia Creek South	IN05C	Thompsons Road / Alexander Boulevard Intersection	ROAD	2,804,288
City of Casey	Cardinia Creek South	IN06C	Alexander Boulevard / Key Local Access Street Intersect	ROAD	4,061,445
City of Casey	Cardinia Creek South	IN12C	Ballarto Rd/North T-connector	ROAD	922,083
City of Casey	Minta Farm	RD01-C	North-South Arterial Road	ROAD	5,753,299
City of Casey	Minta Farm	IN01-C	O'Shea Road/North-South Arterial Road	ROAD	1,553,955
City of Casey	Minta Farm	IN05-C	North South Arterial Road/Grices Road	ROAD	10,357,030
City of Casey	Minta Farm	IN04S-C	North-South Arterial Road/ East-West Connector (Sth) - Supplementary	ROAD	315,869
City of Casey	Minta Farm	CU01S-C	Culvert crossing over the constructed waterway	ROAD	1,323,719
Total					\$29,464,585

Table 5: Total ICP monetary contributions expended by development agency in 2023/24 financial year

Name of Collecting Agency	Name of ICP	Project ID	Project Description	ICP money expended (\$)	Percentage of project delivered
City of Casey	Cardinia Creek South	RD03C	Thompsons Road - Smiths Lane to Alexander Boulevard	532,991.43	21.87%
City of Casey	Cardinia Creek South	IN05C	Thompsons Road / Alexander Boulevard Intersection	2,804,288.22	25.85%
City of Casey	Cardinia Creek South	IN06C	Alexander Boulevard / Key Local Access Street Intersect	1,361,598.60	20.50%
City of Casey	Cardinia Creek South	CI01C	Cardinia Creek South - Level 3 CF CI-01 (70 (s) Smiths Ln Clyde North)	47,250.00	0.60%
Total				\$4,746,128	

Table 6: Use and development of inner public purpose land or outer public purpose land which has vested in, been acquired by or been transferred to, the development agency in 2023/24 financial year

Name of Collecting Agency	Name of ICP	Project ID	Project Description	Use and development of land
City of Casey	Cardinia Creek South	IN06L	Property 4 IN06L Alexander Boulevard / Key Local Access Street Intersect	ROAD
City of Casey	Cardinia Creek South	IN05L	Property 4 IN05L Thompsons Road / Alexander Boulevard Intersection	ROAD
City of Casey	Minta Farm	LP08L	Minta Estate LP-08	LOCAL PARK

Table 7: Use of works, services or facilities accepted as works-in-kind in 2023/24 financial year

Name of Collecting Agency	Name of ICP	Project ID	Project Description	Use of land
City of Casey	Cardinia Creek South	RD02C	Patternsons Road - Nth-Sth Connector to McCormacks Rd	ROAD
City of Casey	Cardinia Creek South	RD03C	Thompsons Road - Smiths Lane to Alexander Boulevard	ROAD
City of Casey	Cardinia Creek South	IN01C	Bells Road / Patternsons Road Intersection	ROAD
City of Casey	Cardinia Creek South	IN04C	Patternsons Road / North-South Connector Intersection	ROAD
City of Casey	Cardinia Creek South	IN05C	Thompsons Road / Alexander Boulevard Intersection	ROAD
City of Casey	Cardinia Creek South	IN06C	Alexander Boulevard / Key Local Access Street Intersect	ROAD
City of Casey	Cardinia Creek South	IN12C	Ballarto Rd/North T-connector	ROAD
City of Casey	Minta Farm	RD01-C	North-South Arterial Road	ROAD
City of Casey	Minta Farm	IN01-C	O'Shea Road/North-South Arterial Road	ROAD
City of Casey	Minta Farm	IN05-C	North South Arterial Road/ Grices Road	ROAD
City of Casey	Minta Farm	IN04S-C	North-South Arterial Road/ East-West Connector (Sth) - Supplementary	ROAD
City of Casey	Minta Farm	CU01S-C	Culvert crossing over the constructed waterway	ROAD

Table 8: Expenditure of ICP land equalisation amounts in 2023/24 financial year

Name of Collecting Agency	Name of ICP	Project ID	Project Description	Land equalisation amounts expended (\$)
Total				0

Grants to community groups and organisations



A total of \$1,382,769 of grants were provided to community groups and organisations in 2023/24 compared to \$1,174,162 in 2022/23. The grants below are comprised of quick response grants, community grants, equipment and training grants and covers creative and cultural development, event and community service organisation funding.

During 2023/24, Council provided 361 grants to 262 different community groups, artists and organisations, as listed below:

Community group/organisation	Total grants	Community group/organisation	Total grants
1st Devon Meadows Scout Group	\$1,000.00	Berwick Neighbourhood Centre	\$4,894.00
2nd Chance Cat Rescue	\$1,000.00	Berwick RSL Sub-branch	\$5,000.00
Afghan Australian Association of Victoria	\$5,000.00	Berwick Senior Citizens Centre	\$410.00
Afghan Australian Philanthropic Association	\$3,000.00	Berwick Springs Football Netball Club	\$2,000.00
AFMVICCARE	\$2,000.00	Berwick Toy Library	\$5,000.00
Akoonah Park Men's Shed	\$3,359.00	Berwick Viewfinders Camera Club	\$1,000.00
Aspire Church	\$12,500.00	Beyond Disability	\$2,000.00
Australian Chinese Music	\$5,000.00	Blairlogie Living & Learning	\$5,973.00
Australian Martial Arts Foundation	\$5,000.00	Blind Bight Community Centre	\$5,030.00
Australian-Filipino Community Services	\$19,500.00	Blind Sports and Recreation Victoria	\$5,000.00
Backpacks 4 Vic Kids	\$986.00	Brentwood Park Neighbourhood House	\$6,000.00
Bakhtar Community Organisation	\$12,500.00	Buddhist Vihara Victoria	\$5,000.00
Balla Balla Community Centre	\$9,000.00	Bungalook Creek Wildlife Shelter	\$1,000.00
Barton United Football Club	\$5,000.00	Cancer Council Victoria	\$4,000.00
Bats Theatre Company	\$6,000.00	Cancer Support Angels	\$990.00
Beaconsfield Baptist Church	\$5,000.00	Casey & District Multiple Birth Association	\$6,745.00
Berwick Activities Club	\$995.00	Casey Basketball Association	\$5,675.00
Berwick and District Agricultural and Horticultural Society	\$31,000.00	Casey BMX Club	\$1,000.00
Berwick Anglican Church	\$1,500.00	Casey Cannons Hockey Club	\$3,650.00
Berwick Anglican Church Playgroup	\$1,293.00	Casey Chinese Senior Support Group	\$3,465.00
Berwick Ayalkoottam	\$5,000.00	Casey City Church	\$18,000.00
Berwick Bowling Club	\$1,000.00	Casey Concert Band	\$5,000.00
Berwick Braves Softball Club	\$675.00	Casey Crusaders Rugby	\$1,000.00
Berwick Business Group	\$5,000.00	Casey Friendship Association	\$6,000.00
Berwick Church of Christ	\$7,000.00	Casey Grange Social Club	\$5,000.00
Berwick Cricket Club	\$1,000.00	Casey Japanese Playgroup (auspiced by Playgroup Victoria)	\$1,000.00
Berwick District Woodworkers Club	\$5,650.00	Casey Malayalee	\$5,000.00
Berwick Fire Brigade	\$898.00	Casey Multi-faith Network	\$4,000.00
Berwick Junior Football Club	\$863.00	Casey North Community Information and Support Service	\$21,700.00
Berwick Lightning Basketball Club	\$1,000.00	Casey Panthers Soccer Club	\$1,000.00
Berwick Little Athletics Club	\$897.00		

Community group/organisation	Total grants	Community group/organisation	Total grants
Casey Philharmonic Orchestra	\$25,000.00	Doveton Football Netball Club	\$3,000.00
Casey Seniors Club	\$6,000.00	Doveton Neighbourhood Learning Centre	\$21,197.75
Casey Seventh-day Adventist Church	\$1,000.00	Doveton Show	\$25,506.00
Casey Softball Association	\$1,000.00	Doveton Soccer Club	\$4,000.00
Casey Tamil Manram	\$5,499.00	Doveton Steelers Rugby League Club	\$1,000.00
Casey Thunder Football Club	\$605.00	Doveton Tennis Club	\$960.00
Casey/Cardinia Life Activities Club	\$360.00	EACH	\$1,000.00
Casey2Community	\$3,000.00	El Hokamma Senior Citizens Group	\$2,500.00
Cinespace	\$10,000.00	Endeavour Hills Cricket Club	\$1,000.00
Clyde Cougars Football Club	\$3,000.00	Endeavour Hills Men's Shed	\$1,000.00
Coastal Villages Community Buses	\$528.00	Endeavour Hills Neighbourhood Centre	\$5,000.00
Combined Probus Club of Berwick Central	\$589.00	Endeavour Ministries	\$1,000.00
Community for Humanity	\$1,000.00	Endeavour United Soccer Club	\$6,000.00
Community HUBS Australia	\$1,250.00	ERMHA	\$31,050.00
Compassionate Hands	\$3,000.00	Financial Engineering Australia for Women (auspiced by South East Community Links)	\$4,250.00
COOK4CALD	\$5,000.00	Find A Penny Foundation	\$19,500.00
Cornerstone Contact Centre	\$1,000.00	Fit to Drive Foundation	\$5,000.00
Cranbourne Community House	\$900.00	Footy 9s	\$5,000.00
Cranbourne Friends Royal Botanic Gardens Victoria	\$900.00	Foundation Learning Centre	\$564.00
Cranbourne Italian Senior Citizens Club	\$2,800.00	Friday Social Basketball Cranbourne	\$1,000.00
Cranbourne Lions Choir - Cranbourne Chorale	\$6,000.00	Friends of Ermera	\$7,000.00
Cranbourne Lions Concert Band	\$5,249.00	Friends of the Tulliallan Elms	\$1,000.00
Cranbourne Malayalee Community	\$4,000.00	Gethsemane Charity	\$11,972.00
Cranbourne Pony Club	\$1,000.00	Gulsen Ozer	\$9,020.00
Cranbourne Presbyterian Church	\$4,000.00	Hallam Community Learning Centre	\$5,804.00
Cranbourne Senior Citizens Club	\$1,700.00	Hallam Football Netball Club	\$1,000.00
Cranbourne Shire Historical Society	\$882.00	Hallam Outreach and Dawa Association (auspiced by South East Community Links)	\$5,000.00
Cross Purpose Church	\$1,000.00	Hampton Park Community House	\$2,000.00
Dandenong Chess Club	\$1,000.00	Hampton Park Seniors Club	\$800.00
Dandenong Cranbourne RSL Sub-branch	\$5,840.00	Hampton Park United Sparrows Football Club	\$1,000.00
Devon Meadows Football Netball Club	\$1,000.00	Hampton Park Uniting Church	\$5,000.00
Devon Meadows Junior Football Club	\$1,000.00	Hazara Shamama Association of Victoria	\$1,000.00
Devon Meadows Tennis Club	\$334.00	Heiaty Samen Al Hojaj	\$3,500.00
Didi Bahini Samaj Victoria	\$3,000.00	Independent Women for Aspiring Women (auspiced by South East Community Links)	\$5,000.00
Divine Family Care	\$3,000.00		

Community group/organisation	Total grants
Indian Community Association of Greater Dandenong	\$3,700.00
Indian Senior Citizens Association of Casey	\$4,000.00
IndianCare	\$1,000.00
Interact Support	\$3,650.00
ISKCON	\$17,500.00
JNU Melbourne Chinese Language and Culture School	\$5,000.00
John Pandazopoulos Hall Committee of Management	\$1,000.00
Left and Right Counselling	\$1,093.00
Liberty Arabic Christian Church	\$5,000.00
Lions Club of Casey	\$1,000.00
Little Star Children's Choir	\$3,500.00
Synergy Of Love	\$1,000.00
Lynbrook Cricket Club	\$1,000.00
Lynbrook Residents Association	\$18,397.00
Lyndhurst Football Netball Club	\$660.00
Lysterfield District Trail Riders	\$2,710.00
Maa Community Services	\$1,000.00
Mahaa Shakthee Ramayan Faag Mandalee	\$2,500.00
Mahjabin Bahadori	\$5,000.00
Malay Council of Victoria	\$3,000.00
Melbourne Community Support Organisation	\$5,000.00
Melbourne Youth Chorale	\$15,722.00
Melody 7 Melody Notes	\$2,980.00
Men's Shed Junction Village	\$849.00
Merinda Park Basketball Club	\$1,000.00
Merinda Park Learning and Community Centre	\$1,000.00
MindStep	\$5,000.00
Multicultural Women Victoria	\$4,000.00
Multicultural Youth Support Service	\$1,000.00
Narre Magic Basketball Club	\$971.00
Narre South Cricket Club	\$6,000.00
Narre South Saints Football Netball Club	\$983.00
Narre Warren Berwick Business Group	\$5,000.00
Narre Warren Bowls Club	\$1,000.00

Community group/organisation	Total grants
Narre Warren Fire Brigade	\$760.00
Narre Warren Netball Club	\$988.00
Narre Warren North Community Carols	\$8,332.00
Narre Warren Scout Group	\$1,000.00
Narre Warren South Scout Group	\$1,997.00
Nas Recovery Centre (auspiced by the Mental Health and Well-being Foundation)	\$5,000.00
Neighbourhood Watch Casey	\$5,500.00
Oakgrove Community Centre	\$8,000.00
One Ball	\$22,077.50
Palliative Care South East	\$1,000.00
Pearcedale Fire Brigade	\$1,000.00
Pearcedale Netball Club	\$4,000.00
Pearcedale Public Hall	\$3,500.00
Peninsula Autism Friendship Group	\$1,000.00
Peninsula Community Legal Centre	\$25,875.00
Phoenix Archery Club	\$1,000.00
Pinoy Casey Community	\$2,000.00
Provenance Artists	\$5,000.00
Pulari Victoria	\$3,000.00
Q-Lit	\$6,000.00
Reclink Australia	\$36,225.00
Reveal Church	\$5,000.00
Richmond Soccer Club	\$4,000.00
Riding for the Disabled Victoria	\$719.00
Road Safety Education	\$5,000.00
Rotary Club of Cranbourne	\$6,500.00
RSPCA Victoria	\$858.00
SalamFest	\$1,000.00
Selandra Community Garden	\$1,000.00
Shri Sanatan Dharam Society of Victoria	\$1,000.00
Shugoofa	\$6,500.00
South East Aquatics Swim Club	\$1,000.00
South East Community Links	\$41,219.00
South East Volunteers	\$27,599.50
South Eastern Radio Association - Casey Radio	\$5,000.00

Community group/organisation	Total grants
South Metro Showtime (auspiced by Scouts Victoria)	\$5,000.00
South-East Monash Legal Service	\$20,700.00
Southern Cross Kids Camps - Casey	\$5,000.00
Southern Masters Cycling Club	\$1,000.00
Spanish Window Community Service	\$3,000.00
Sri Lankan Dance Academy of Victoria	\$10,000.00
Sri Lankan Elders Welfare Association	\$6,000.00
Sri Lankan Theatre Group	\$4,700.00
St Vincent de Paul Society Berwick	\$1,000.00
St Vincent de Paul Society Endeavour Hills	\$5,000.00
Tasi Taa (auspiced by Multicultural Arts Victoria)	\$8,390.00
TaskForce Community Agency	\$41,317.20
Te Uki Ou Mauke Victoria	\$1,500.00
The Bridge	\$36,707.50
The Bright Events Australia	\$12,500.00
The Casey Choir	\$5,000.00
The Chinese Xinjiang Senior Citizens Association of Australia	\$5,000.00
Korus Connect - The Council for Christian Education in Schools	\$3,166.00
The Glendonald Association	\$6,000.00
The Greek Orthodox Community of Melbourne and Victoria	\$2,300.00
The Hills Netball Club	\$1,000.00
The Lankan Seniors Club of Melbourne	\$4,728.00
The Mauritian Silver Edge Club	\$600.00
The Melbourne East Indian Association	\$5,000.00
Theodora House	\$7,000.00
T'HONI	\$1,000.00
Tooradin Craft & Friendship Group	\$4,950.00
Tooradin Dalmore Junior Football Club	\$3,000.00
Tooradin Football Netball Club	\$855.00
Tooradin Foreshore Committee of Management	\$8,000.00
Tourette Syndrome Association of Australia - Casey Cardinia Support Group	\$2,500.00
Tranquil Minds (auspiced by South East Community Links)	\$4,000.00

Community group/organisation	Total grants
Transit Soup Kitchen and Food Support	\$8,000.00
Tuesday Funday Playgroup (auspiced by Playgroup Victoria)	\$1,000.00
Turningpoint Church	\$1,000.00
U3A Casey	\$4,402.00
U3A Cranbourne	\$2,320.00
United Cultural Support	\$988.00
United Melbourne Muslim Alliance	\$5,700.00
Utaa-Wayu Oromo International Consortium	\$4,500.00
Victoria Samoan Netball Association	\$1,000.00
Victoria Tamil Senior Citizens Benevolent Society Australia	\$3,000.00
Victorian Aboriginal Child and Community Agency	\$13,799.65
Victorian Afghan Students Assocation	\$1,000.00
Victorian Nagarathar Sangam Australia	\$4,500.00
Vipassana Buddhist Meditation Association of Wat Sereychum	\$4,000.00
Voice of Outer South East	\$210.00
Voices of Casey	\$4,000.00
Warneet Blind Bight Fire Brigade	\$1,000.00
Wellsprings for Women	\$44,295.00
Wheelchair Rugby League Victoria	\$999.00
Windmill Theatre Company	\$6,000.00
Women for Positive Change (auspiced by South East Community Links)	\$3,600.00
Women Interfaith Network Foundation	\$5,000.00
Women Making It Work	\$1,000.00
Women's Empowerment and Leadership Community	\$1,000.00
Writers Victoria	\$9,984.00
Wurundjeri Sporting (auspiced by Casey Basketball Association)	\$1,995.00
Yemeni Australian Community Victoria	\$1,000.00
Young Generation Filipino Senior Citizens Club of the South-East	\$6,000.00
Zambian Association of Victoria	\$5,000.00
Zap Exhibitions	\$7,500.00
Zia Atahi	\$9,990.00

Performance statement

Serenekitchen Art Takeover! at Bunjil Place Library as part of the 2024 Winter Arts Festival

Performance Statement
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Certification of the Performance Statement

Certification of the Performance Statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.


Melissa Baker, CPA
Principal Accounting Officer
Dated: 10/09/2024

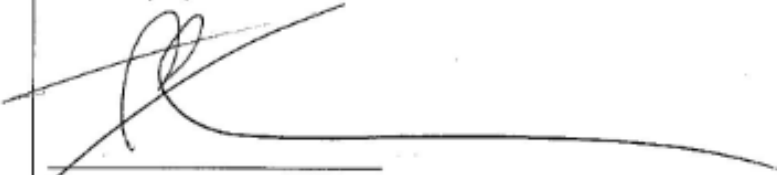
In our opinion, the accompanying performance statement of the City of Casey for the year ended 30 June 2024 presents fairly the results of council's performance in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify this performance statement in its final form.


Noelene Duff PSM
Chair of Administrators
Dated: 10/09/2024


Cameron Boardman
Administrator
Dated: 10/09/2024


Glenn Patterson
Chief Executive Officer
Dated: 10/09/2024

Victorian Auditor-Generals Office audit report



Independent Auditor’s Report

To the Administrators of Casey City Council

Opinion	I have audited the accompanying performance statement of Casey City Council (the council) which comprises the: - description of municipality for the year ended 30 June 2024 - service performance indicators for the year ended 30 June 2024 - financial performance indicators for the year ended 30 June 2024 - sustainable capacity indicators for the year ended 30 June 2024 - other information and - certification of the performance statement. In my opinion, the performance statement of Casey City Council in respect of the year ended 30 June 2024 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the <i>Local Government Act 2020</i> and Local Government (Planning and Reporting) Regulations 2020.
Basis for Opinion	I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor’s Responsibilities for the Audit of the performance statement</i> section of my report. My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board’s <i>APES 110 Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Administrators’ responsibilities for the performance statement	The Administrators are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 2020</i> and the Local Government (Planning and Reporting) Regulations 2020 and for such internal control as the Administrators determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.

Victorian Auditor-Generals Office audit report
(continued)

Auditor’s responsibilities for the audit of the performance statement	As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement. As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also: - identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. - obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council’s internal control - evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation. I communicate with the Administrators regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
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MELBOURNE
16 September 2024


Travis Derricott
as delegate for the Auditor-General of Victoria

Section 1: Description of municipality

The City of Casey is 410 square kilometres in area and located 35 kilometres south east of Melbourne’s central business district, and has a population of approximately 411,158, which is expected to grow to 614,075 by 2046. The City of Casey has five distinct geographic regions stretching from the foothills of the Dandenong Ranges to the coastal villages of Western Port Bay.

The City of Casey’s suburbs include Beaconsfield (part), Botanic Ridge, Berwick, Blind Bight, Cannons Creek, Clyde, Clyde North, Cranbourne, Cranbourne North, Cranbourne East, Cranbourne South, Cranbourne West, Devon Meadows, Doveton, Endeavour Hills, Eumemmerring, Five Ways, Hallam, Hampton Park, Harkaway, Junction Village, Lynbrook, Lyndhurst, Lysterfield South, Narre Warren, Narre Warren North, Narre Warren South, Pearcedale, Tooradin and Warneet.

Located on the traditional land of the Bunurong and Wurundjeri people, the City of Casey was established in 1994 after most of the City of Berwick, much of the City of Cranbourne, and a small part of the City of Knox were amalgamated. The name ‘Casey’ was given to the municipality in recognition of the area’s links with Lord Richard Casey.



Section 2: Service Performance Indicators

For the Year Ended 30 June 2024

Service/indicator/measure	Results					Comment
	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Target	2023/24 Actual	
Aquatic Facilities						
Utilisation <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities/Municipal population]	1.06	2.65	4.65	N/A	4.95	Result is in the expected range.
Animal Management						
Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions/ Number of animal management prosecutions] x 100	83.33%	90.00%	93.33%	N/A	95.00%	Result is in the expected range.
Food Safety						
Health and Safety <i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up/Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x 100	100%	100%	100%	N/A	100%	Result is in the expected range.
Governance						
Consultation and Engagement <i>Satisfaction with community consultation and engagement</i> [Community satisfaction rating out of 100 with how council has performed on community consultation and engagement]	52	50	47	46	49	Result is in the expected range.
Libraries						
Participation <i>Library membership</i> [The number of registered library members] x 100	N/A	N/A	N/A	N/A	22.60%	This is a new measure for the financial year and no previous data is available.

Section 2: Service Performance Indicators (continued)

Service/indicator/measure	Results					Comment
	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Target	2023/24 Actual	
Maternal and Child Health (MCH)						
Participation <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year)/Number of children enrolled in the MCH service] x 100	68.13%	69.14%	60.58%	N/A	55.89%	Result is in the expected range.
Participation <i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year)/Number of Aboriginal children enrolled in the MCH service] x 100	81.31%	85.45%	91.13%	N/A	75.87%	To improve the overall results for this measure, a temporary role was established within the MCH (Maternal Child Health) service. The position has remained vacant for an extended period but has now been made a permanent under a recent restructure. The monitoring process will be reinstated to support parents in engagement with the MCH service.
Roads						
Condition <i>Sealed local roads maintained to condition standards</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council/ Kilometres of sealed local roads] x 100	95.61%	98.22%	95.31%	95.00%	95.46%	Result is in the expected range.
Statutory Planning						
Service Standard <i>Planning applications decided within required timeframes</i> [Number of regular planning application decisions made within 60 days + (Number of VicSmart planning applications decisions made within 10 days)/ Number of planning application decisions made] x 100	63.32%	60.54%	61.75%	60.00%	53.52%	There has been a 13% decrease in planning applications decided within the required time frames since last year. This result can be attributed to sustained recruitment over the 23/24 period which in turn has impacted the decision timeframes.

Section 2: Service Performance Indicators (continued)

Service/indicator/measure	Results					Comment
	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Target	2023/24 Actual	
Waste Collection						
Waste diversion <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bins] x 100	51.42%	50.26%	50.02%	48.00%	50.30%	Result is in the expected range.

Section 3: Financial Performance Indicators

For the Year Ended 30 June 2024

Dimension/ indicator/ measure	Actual			Target	Actual	Forecasts			
	2020/21	2021/22	2022/23	2023/24	2023/24	2024/25	2025/26	2026/27	2026/28
Efficiency									
Expenditure level <i>Expenses per property assessment</i> [Total expenses/ Number of property assessments]	\$2,808.31	\$2,989.93	\$3,174.44	\$3,303.00	\$3,296.82	\$3,132.28	\$3,259.68	\$3,120.59	\$3,082.09
	Material variations								
	Result is in the expected range.								
Revenue level <i>Average rate per property assessment</i> [General rates and Municipal charges/Number of property assessments]	\$1,605.06	\$1,599.01	\$1,670.43	N/A	\$1,723.07	\$1,743.70	\$1,768.57	\$1,794.21	\$1,812.08
	Material variations								
	Result is in the expected range.								
Liquidity									
Working capital <i>Current assets compared to current liabilities</i> [Current assets/ Current liabilities] x 100	298.26%	276.46%	301.95%	270.50%	292.46%	290.07%	280.34%	293.13%	284.24%
	Material variations								
	Result is in the expected range.								
Unrestricted cash <i>Unrestricted cash compared to current liabilities</i> [Unrestricted cash/Current liabilities] x 100	(23.15%)	204.17%	219.02%	N/A	201.17%	214.99%	206.51%	215.81%	209.28%
	Material variations								
	Result is in the expected range.								
Obligations									
Loans and Borrowings <i>Loans and borrowings compared to rates</i> [Interest and principal repayments on interest bearing loans and borrowings/Rate revenue] x 100	18.09%	14.36%	10.81%	N/A	7.49%	4.47%	1.65%	0.14%	0.00%
	Material variations								
	The decrease is due to the repayment of loans and borrowings during this period.								

Section 3: Financial Performance Indicators (continued)

Dimension/ indicator/ measure	Actual			Target	Actual	Forecasts			
	2020/21	2021/22	2022/23	2023/24	2023/24	2024/25	2025/26	2026/27	2026/28
Loans and Borrowings <i>Loans and borrowings repayments compared to rates</i> [Interest and principal repayments on interest bearing loans and borrowings/Rate revenue] x 100	3.63%	3.38%	3.21%	N/A	3.03%	2.84%	2.63%	1.46%	0.14%
	Material variations Result is in the expected range.								
Indebtedness <i>Non-current liabilities compared to own source revenue</i> [Non-current liabilities/Own source revenue] x 100	22.53%	17.58%	13.48%	N/A	9.79%	6.87%	4.65%	3.82%	3.22%
	Material variations The repayment of interest-bearing liabilities has impacted the variance. Non-current borrowing has been reduced from \$22.50 million to \$14.20 million.								
Asset renewal and upgrade <i>Asset renewal compared to depreciation</i> [Asset renewal expense/Asset depreciation] x 100	85.40%	86.93%	81.86%	71.50%	94.12%	83.47%	99.88%	115.64%	106.04%
	Material variations Result is in the expected range.								
Operating Position									
Adjusted underlying result <i>Adjusted underlying surplus (or deficit)</i> [Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x 100	(2.32%)	(9.91%)	(5.77%)	N/A	(5.49%)	1.81%	3.11%	4.38%	4.98%
	Material variations Despite the non-receipt of the Victorian Grants Commission funding (prepayment), the result has improved compared to the previous year. This improvement is due to the reclassification of the contribution amount received, primarily from developers, into the Capital and Operating categories. This reclassification depends on the expenses incurred or likely to be incurred by the Council.								

Section 3: Financial Performance Indicators
(continued)

Dimension/ indicator/ measure	Actual			Target	Actual	Forecasts			
	2020/21	2021/22	2022/23	2023/24	2023/24	2024/25	2025/26	2026/27	2026/28
Stability									
Rates concentration <i>Rates compared to adjusted underlying revenue</i> [Rate revenue/ Adjusted underlying revenue] x 100	70.17%	71.78%	68.83%	66.20%	68.07%	67.78%	66.51%	69.78%	69.94%
	Material variations Result is in the expected range.								
Rates effort <i>Rates compared to property values</i> [Rate revenue/ Capital improved value of rateable properties in the municipality] x 100	0.31%	0.31%	0.27%	N/A	0.27%	0.27%	0.28%	0.29%	0.28%
	Material variations Result is in the expected range.								

Section 4: Sustainable Capacity Indicators

For the Year Ended 30 June 2024

Indicator/measure	Actual				Comment
	2020/21	2021/22	2022/23	2023/24	
Population					
Expenses per head of municipal population [Total expenses/Municipal population]	\$1,016.72	\$1,108.88	\$1,147.86	\$1,188.04	Result is in the expected range.
Infrastructure per head of municipal population [Value of infrastructure/ Municipal population]	\$7,586.81	\$8,398.84	\$8,573.27	\$9,300.16	The increase is largely attributed to the revaluation of infrastructure assets conducted during the year, which resulted in a value appreciation of \$280 million.
Population density per length of road [Municipal population/ Kilometres of local roads]	197.88	196.26	196.81	198.24	Result is in the expected range.
Own-source revenue					
Own-source revenue per head of municipal population [Own-source revenue/Municipal population]	\$780.47	\$804.84	\$874.10	\$901.92	Result is in the expected range.
Recurrent grants					
Recurrent grants per head of municipal population [Recurrent grants/Municipal population]	\$176.20	\$189.89	\$192.37	\$104.98	Contrary to the previous year, the Council did not receive a prepayment of General Purpose and Local Road grants. This significantly affected its grant income for the current year and consequently impacted the ratio.
Disadvantage					
Relative Socio-Economic Disadvantage [Index of Relative Socio-Economic Disadvantage by decile]	7	7	5	5	Result is in the expected range.
Workforce turnover					
Percentage of staff turnover [Number of permanent staff resignations and terminations/ Average number of permanent staff for the financial year] x 100	20.05%	43.15%	26.00%	19.95%	The decrease in Council's staff turnover rate since last year can be attributed to legislative changes released in December by Fairwork which affects fixed term contracts. In addition, staff employed for Councils Transformation project are majority temporary who staff are employed for periods of 6 months or longer to support the business project needs.

Section 5: Notes to the accounts

5.1. Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2020*.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics or the Council’s satisfaction survey provider).

The performance statement presents the actual results for the current year and the previous three years, along with the current year’s target, if mandated by the *Local Government (Planning and Reporting) Regulations 2020*. Additionally, for the prescribed financial performance indicators and measures, the performance statement includes the target budget for the current year and the results forecast for the period 2024-25 to 2027-28 by the council’s financial plan.

The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

5.2. Definitions

Key term	Definition
Aboriginal children	means a child who is an Aboriginal person
Aboriginal person	has the same meaning as in the Aboriginal Heritage Act 2006
adjusted underlying revenue	means total income other than: • non-recurrent grants used to fund capital expenditure; and • non-monetary asset contributions; and • contributions to fund capital expenditure from sources other than those referred to above
adjusted underlying surplus (or deficit)	means adjusted underlying revenue less total expenditure
annual report	means an annual report prepared by a council under section 98 of the Act
asset renewal expenditure	means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
asset upgrade expenditure	means expenditure that (a) enhances an existing asset to provide a higher level of service; or (b) extends the life of the asset beyond its original life
critical non-compliance outcome notification	means a notification received by council under section 19N(3) or (4) of the <i>Food Act 1984</i> , or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health
current assets	has the same meaning as in the Australian Accounting Standards
current liabilities	has the same meaning as in the Australian Accounting Standards
food premises	has the same meaning as in the <i>Food Act 1984</i>
intervention level	means the level set for the condition of a road beyond which a council will not allow the road to deteriorate and will need to intervene
local road	means a sealed or unsealed road for which the council is the responsible road authority under the <i>Road Management Act 2004</i>
major non-compliance outcome notification	means a notification received by a council under section 19N(3) or (4) of the <i>Food Act 1984</i> , or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken
MCH	means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age
non-current liabilities	means all liabilities other than current liabilities
own-source revenue	means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)
population	means the resident population estimated by council
rate revenue	means revenue from general rates, municipal charges, service rates and service charges
relative socio-economic disadvantage	in relation to a municipal district, means the relative socio-economic dis-advantage, expressed as a decile for the relevant financial year, of the area in which the municipal district is located according to the Index of Relative Socio-Economic Disadvantage of SEIFA
restricted cash	means cash, cash equivalents and financial assets, within the meaning of the Australian Accounting Standards, not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year
SEIFA	means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet site
unrestricted cash	means all cash and cash equivalents other than restricted cash

5.3. Other matters

Overview of 2023/24

During the 2023/24 financial year, Council's performance was affected by several major challenges including:

- Economic pressures and rising costs experienced by the community, partners, suppliers, and the organisation.
- The 3.5% state government rate cap, which has limited Council's ability to fund infrastructure and service delivery for the rapidly growing community.
- Managing the increasing demand for services while keeping pace with the changing needs and expectations of the community.

In a changing world, prosperous organisations can identify and address local economic conditions, but those who fail to do so face great risk. At Casey, we are committed to new ways of thinking and are acting to ensure long-term resilience, impact, and community empowerment.

Council will look to improve customer experience and better serve the community needs, build trust and develop stronger partnerships with the local community and stakeholders. We are also committed to community initiatives that create inclusive, safe spaces, pursue environmental sustainability through programs and deliver a capital works program that balances asset renewal and new infrastructure

By focusing on these strategic priorities, Council will become a future-ready organisation that can create more resilient and empowered communities, connections, and places, while delivering on our Council Plan and Community Vision.



Serenekitchen Art Takeover! at Bunjil Place Library as part of the 2024 Winter Arts Festival

Financial Report



Seussical the Musical presented by Windmill Theatre Company as part of the 2023 Winter Arts Festival. Photographer Ben Fon

Understanding the City of Casey’s Financial Statements

Introduction

The Financial Statements are prepared in accordance with the requirements of the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2014*, Australian Accounting Standards and other authoritative pronouncements of the Australian Accounting Standards Board. In addition, the Department of Environment, Land, Water and Planning’s model accounts are used to assist with standardised financial reporting for local government organisations in Victoria.

The City of Casey is committed to accountability and transparency. This guide has been prepared to assist readers to understand and analyse the Financial Report.

What you will find in the Financial Statements

The Financial Statements report on how the Council performed financially during the year and the overall financial position at the end of the year. The Financial Statements include five main statements:

- Comprehensive Income Statement
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works

The Financial Statements also contain Notes, which set out Council’s accounting policies and details of the line item amounts contained in each of the five main statements.

About the Notes to the Financial Report

The Notes to the Financial Report give greater detail to support the figures used in the five main statements and should be read in conjunction with the statements to get a clearer picture of Council’s finances. The notes give the details behind the summary line items contained in the statements, showing what makes up each of the accumulated amounts. The disclosures relevant to the notes and explanations have been included under each note to provide greater context to the reader.

The notes also provide information on the rules and assumptions used to prepare the financial statements, advise the reader about any changes to the Australian Accounting Standards, policy, or legislation, which may affect the way the statements are prepared and disclose other information which cannot be incorporated into the statements. They also provide analysis if there has been a significant change from the previous year’s comparative figures.

About the Certification of Financial Statements

The Certification of the Financial Statements is made by the person responsible for the financial management of Council and is made separately in respect of each statement. The person must state whether in their opinion, the statements have met all the statutory and professional reporting requirements.

Three Administrators and the Chief Executive

Officer also make a certification separately in respect of each statement. The Administrators and the Chief Executive Officer must state that in their opinion, the statements are fair and not misleading or inaccurate.

About the Auditor’s Reports

The Independent Audit Reports are the external and independent opinion of the Victorian Auditor-General and provide the reader with a totally independent view about Council’s compliance with the statutory and professional requirements, as well as the fairness aspects of the statements. The Victorian Auditor-General issues two Audit Reports – a report on the Financial Statements and a separate report on the Performance Statement.

Who uses the Financial Statements?

The Financial Statements are publicly available documents and are used by (but not limited to) the Administrators, Residents and Ratepayers, Employees, Suppliers, Contractors, Customers, the Department of Jobs, Precincts and Regions, Sport and Cultural Industries, and Financiers including Banks and other Financial Institutions.

Under the *Local Government Act 2020* the Financial Statements must be made available at the administration headquarters of the Local Government.

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Certification of the Financial Statements

City of Casey
2023/2024 Financial Report

Certification of the Financial Statements

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020*, the Australian Accounting Standards and other mandatory professional reporting requirements.


Melissa Baker CPA
Principal Accounting Officer

Dated : 10/09/2024
Narre Warren

In our opinion, the accompanying financial statements present fairly the financial transactions of the Casey City Council for the year ended 30 June 2024 and the financial position of the Council as at that date.

At the date of signing, we are not aware of any circumstances that would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify the financial statements in their final form.


Noelene Duff
Administrator
Dated : 10/09/2024
Narre Warren


Cameron Boardman
Administrator
Dated : 10/09/2024
Narre Warren


Glenn Patterson
Chief Executive Officer
Dated : 10/09/2024
Narre Warren

Victorian Auditor-General's Office Audit Report



Independent Auditor's Report

To the Administrators of Casey City Council

Opinion	I have audited the financial report of Casey City Council (the council) which comprises the: - balance sheet as at 30 June 2024 - comprehensive income statement for the year then ended - statement of changes in equity for the year then ended - statement of cash flows for the year then ended - statement of capital works for the year then ended - notes to the financial statements, including material accounting policies - certification of the financial statements. In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2024 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the <i>Local Government Act 2020</i>, the <i>Local Government (Planning and Reporting) Regulations 2020</i> and applicable Australian Accounting Standards.
Basis for Opinion	I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report. My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's <i>APES 110 Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Administrators' responsibilities for the financial report	The Administrators of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the <i>Local Government Act 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</i>, and for such internal control as the Administrators determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error. In preparing the financial report, the Administrators are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

Victorian Auditor-General's Office Audit Report
(continued)

Auditor's responsibilities for the audit of the financial report	As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report. As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also: • identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. • obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control • evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Administrators • conclude on the appropriateness of the Administrators' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern. • evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation. I communicate with the Administrators regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
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MELBOURNE
16 September 2024


Travis Derricott
as delegate for the Auditor-General of Victoria

Financial Statements

Comprehensive Income Statement

For the Year Ended 30 June 2024

Income/Revenue	Note	2024	Restated 2023
		\$'000	\$'000
Rates and charges	3.1	300,584	282,711
Statutory fees and fines	3.2	14,554	16,054
User fees	3.3	18,327	19,868
Grants - operating	3.4	45,565	71,170
Grants - capital	3.4	6,754	22,876
Contributions - monetary	3.5	82,203	80,936
Contributions - non monetary	3.5	112,073	210,829
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	3.6	(4,071)	(3,289)
Share of net profits (or loss) of associates and joint ventures	6.3	560	363
Other income	3.7	19,625	11,827
Total income/revenue		596,174	713,345
Expenses			
Employee costs	4.1	141,921	135,680
Materials and services	4.2	232,350	204,514
Depreciation	4.3	75,078	69,957
Depreciation - right of use assets	4.4	1,864	1,712
Allowance for impairment losses	4.5	379	522
Borrowing costs	4.6	1,044	1,272
Finance costs - leases	4.7	757	769
Other expenses	4.8	8,376	16,716
Total expenses		461,769	431,142
Surplus/(deficit) for the year		134,405	282,203
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation gain / (loss)	6.2	279,620	337,705
Total other comprehensive income		279,620	337,705
Total comprehensive result		414,025	619,908

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Balance Sheet

As at 30 June 2024

Assets	Note	2024	Restated 2023
Current assets		\$'000	\$'000
Cash and cash equivalents	5.1	30,747	27,511
Trade and other receivables	5.1	46,597	42,838
Other financial assets	5.1	338,069	340,680
Prepayments	5.2	4,110	3,282
Non-current assets classified as held for sale	6.1	-	2,905
Other assets	5.2	8,192	6,468
Total current assets		427,715	423,684
Non-current assets			
Other financial assets	5.1	18,000	7,000
Investments in associates, joint arrangements and subsidiaries	6.3	5,326	4,766
Property, infrastructure, plant and equipment	6.2	7,188,930	6,795,894
Right-of-use assets	5.8	8,906	9,871
Total non-current assets		7,221,162	6,817,531
Total assets		7,648,877	7,241,215
Liabilities			
Current liabilities			
Trade and other payables	5.3	34,499	31,296
Trust funds and deposits	5.3	49,422	51,716
Contract and other liabilities	5.3	25,192	23,912
Provisions	5.5	27,037	26,088
Interest-bearing liabilities	5.4	8,299	8,044
Lease liabilities	5.8	1,797	1,575
Total current liabilities		146,246	142,631
Non-current liabilities			
Provisions	5.5	12,207	12,864
Interest-bearing liabilities	5.4	14,206	22,506
Lease liabilities	5.8	8,193	9,214
Total non-current liabilities		34,606	44,584
Total liabilities		180,852	187,215
Net assets		7,468,025	7,054,000
Equity			
Accumulated surplus		3,379,239	3,216,226
Reserves	9.1	4,088,786	3,837,774
Total Equity		7,468,025	7,054,000

The above balance sheet should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

For the Year Ended 30 June 2024

	Note	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
2024		\$'000	\$'000	\$'000	\$'000
Balance at beginning of the financial year		7,054,000	3,216,226	3,592,245	245,529
Surplus/(deficit) for the year		134,405	134,405	-	-
Realised revaluation reserve		-	4,415	(4,415)	-
Net asset revaluation gain / (loss)	6.2	279,620	-	279,620	-
Transfers to other reserves	9.1	-	(124,537)	-	124,537
Transfers from other reserves	9.1	-	148,730	-	(148,730)
		7,468,025	3,379,239	3,867,450	221,336
Balance at end of the financial year		7,468,025	3,379,239	3,867,450	221,336
	Note	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
2023		\$'000	\$'000	\$'000	\$'000
Balance at beginning of the financial year		6,404,872	2,909,257	3,256,747	238,868
Prior year adjustment	9.4	29,220	29,220		
Restated balance at the beginning of the year		6,434,092	2,938,477	3,256,747	238,868
Restated surplus/(deficit) for the year		282,203	282,203	-	-
Realised revaluation reserve		-	2,207	(2,207)	-
Net asset revaluation gain / (loss)	6.2	337,705	-	337,705	-
Transfers to other reserves	9.1	-	(137,502)	-	137,502
Transfers from other reserves	9.1	-	130,841	-	(130,841)
		7,054,000	3,216,226	3,592,245	245,529
Restated balance at end of the financial year		7,054,000	3,216,226	3,592,245	245,529

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows

For the Year Ended 30 June 2024

	Note	2024 Inflows/ (Outflows)	2023 Inflows/ (Outflows)
Cash flows from operating activities		\$'000	\$'000
Rates and charges		296,958	278,568
Statutory fees and fines		14,553	16,054
User fees		18,328	16,806
Grants - operating		48,488	75,102
Grants - capital		5,130	16,822
Contributions - monetary		82,132	81,098
Interest received		16,691	4,815
Trust funds and deposits taken		71,635	82,818
Net GST refund/(payment)		11,066	11,147
Employee costs		(140,969)	(137,991)
Materials and services		(218,536)	(209,813)
Trust funds and deposits repaid		(75,089)	(70,807)
Net cash provided by/(used in) operating activities	9.2	130,387	164,619
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.2	(116,424)	(117,907)
Proceeds from sale of property, infrastructure, plant and equipment		9,220	4,721
Payments for investments		(78,742)	(174,211)
Proceeds from sale of investments		70,353	135,105
Net cash provided by/(used in) investing activities		(115,593)	(152,292)
Cash flows from financing activities			
Finance costs		(1,059)	(1,274)
Repayment of borrowings		(8,044)	(7,808)
Interest paid - lease liability		(757)	(769)
Repayment of lease liabilities		(1,698)	(1,499)
Net cash provided by/(used in) financing activities		(11,558)	(11,350)
Net increase (decrease) in cash and cash equivalents		3,236	977
Cash and cash equivalents at the beginning of the financial year		27,511	26,534
Cash and cash equivalents at the end of the financial year		30,747	27,511
Financing arrangements			
		5.6	

The above statement of cash flows should be read in conjunction with the accompanying notes.

Statement of Capital Works

For the Year Ended 30 June 2024

	2024	2023
Property	\$'000	\$'000
Land	12,596	8,960
Total land	12,596	8,960
Buildings	359	80
Building improvements	34	23
Total buildings	393	103
Total property	12,989	9,063
Plant and equipment		
Plant, machinery and equipment	3,894	553
Computers and telecommunications	15,842	10,245
Total plant and equipment	19,736	10,798
Infrastructure		
Roads	26,972	26,767
Bridges	1,105	738
Footpaths and cycleways	3,301	3,834
Drainage	4,909	5,741
Recreational, leisure and community facilities	40,726	57,785
Parks, open space and streetscapes	5,178	2,805
Other infrastructure	1,511	376
Total infrastructure	83,702	98,046
Total capital works expenditure	116,427	117,907
Represented by:		
New asset expenditure	43,450	59,175
Asset renewal expenditure	33,757	32,391
Asset expansion expenditure	2,311	1,464
Asset upgrade expenditure	36,909	24,877
Total capital works expenditure	116,427	117,907

The above statement of capital works should be read in conjunction with the accompanying notes.

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 1 Overview

Introduction

The Casey City Council was established by an Order of the Governor in Council on 14 December 1994 and is a body corporate. The Council's main office is located at Bunjil Place, Patrick Northeast Drive, Narre Warren.

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 2020*, and the *Local Government (Planning and Reporting) Regulations 2020*.

The Council is a not-for-profit entity and therefore applies the additional AUS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards.

Accounting policy information policies

1.1 Basis of accounting

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported. Specific accounting policies applied are disclosed in sections where the related balance or financial statement matter is disclosed.

The accrual basis of accounting has been used in the preparation of these financial statements, except for the cash flow information, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

The financial statements are based on the historical cost convention unless a different measurement basis is specifically disclosed in the notes to the financial statements.

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components are due to rounding.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of employee provisions (refer to Note 5.5)
- the determination of landfill provisions (refer to Note 5.5)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for-Profit Entities* (refer to Note 3)
- the determination, in accordance with *AASB 16 Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- other areas requiring judgements

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

Goods and Services Tax (GST)

Income and expenses are recognised net of the amount of associated GST. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

Note 2 Analysis of our results

2.1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 per cent or \$1M where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

These notes are prepared to meet the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

2.1.1 Income/Revenue and expenditure

	Budget 2024	Actual 2024	Variance	Variance	
Income/Revenue	\$'000	\$'000	\$'000	%	Ref
Rates and charges	299,199	300,584	1,385	0%	
Statutory fees and fines	12,474	14,554	2,080	17%	1
User fees	14,927	18,327	3,400	23%	2
Grants – operating	53,800	45,565	(8,235)	-15%	3
Grants – capital	8,414	6,754	(1,660)	-20%	4
Contributions – monetary	53,987	82,203	28,216	52%	5
Contributions – non monetary	128,000	112,073	(15,927)	-12%	6
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	100	(4,071)	(4,171)	-4171%	7
Share of net profits/(losses) of associates and joint ventures	-	560	560		8
Other income	12,834	19,625	6,791	53%	9
Total income/revenue	583,735	596,174	12,439	2%	
Expenses					
Employee costs	143,465	141,921	(1,544)	-1%	10
Materials and services	232,856	232,350	(506)	0%	
Depreciation	79,273	75,078	(4,195)	-5%	11
Amortisation – right-of-use assets	1,849	1,864	15	1%	
Allowance for impairment losses	97	379	282	291%	
Borrowing costs	1,016	1,044	28	3%	12
Finance costs – leases	669	757	88	13%	
Other expenses	7,211	8,376	1,165	16%	13
Total expenses	466,436	461,769	(4,667)	-1%	
Surplus/(deficit) for the year	117,299	134,405	17,106	15%	

(i) Explanation of material variations

Variance	Item	Explanation
Ref		
1	Statutory fees and fines	Statutory fees were higher than budget mainly due to increased levels of development services and growth permits, resulting in higher fees for building services, subdivisions and engineering fees \$2.4m as well as Local Laws infringements received \$312k. This has been offset by lower than anticipated building surveying document lodgement fee \$424k and animal registrations \$96k.
2	User fees	User fees were higher than budget mainly due to increased Leisure contract income \$1.1m, higher admissions and community facility fees \$1.3m, increased recycling income relating to the container deposit scheme \$928k and Bunjil Place events and productions \$311k. This is offset by fees associated with asset protection reinstatement works and asset protection permits \$374k.
3	Grants - operating	Grants are below budget because the anticipated amount to be received in advance for the 2024-25 VGC general purpose grant, based on historical trends, was not fully received. This is offset by kindergarten funding model which is now mainly funded by State Government \$5.1m.
4	Grants - capital	Grants are below the budget because the anticipated advance VGC local road funding for 2024-25 which was assumed to be received based on historical trends, was not received. This is offset by additional capital grants which were higher than budget due to timing of project milestones and project delivery.
5	Contributions - monetary	Higher contributions mainly within Developer Contributions due to higher than expected levels of development activity during the year.
6	Contributions - non monetary	Lower contributions than budget are primarily due to the restatement of the prior period, amounting to \$152.63m.
7	Net gain/(loss) on disposal of property, infrastructure, plant and equipment	Higher than usual net loss on disposal of assets were due to unexpected losses on disposals and write offs as new replacement assets are commissioned \$12.9m. This was offset by net gain relating to land sales \$8.7m.
8	Share of net profits/(losses) of associates and joint ventures	Increase in the net worth of Connected Libraries (previously Casey Cardinia Library Corporation) resulted in positive variance.
9	Other income	Higher than anticipated rental and lease income for Council properties and leisure facilities, combined with higher interest rates available for investment, contributed to the positive variance.
10	Employee costs	Employee costs were lower than budget mainly due to the vacancies in Maternal and child Health and across the Council Departments. This has been offset by increased costs for agency staff in materials and services and higher workers compensation cost than budgeted.
11	Depreciation	Depreciation expense was lower than budget and underpinned by delays in capitalisation resulting from inclement weather preventing completion and deferment of projects to FY 2024-25.
12	Bad and doubtful debts	Bad and doubtful debts were above budget due to higher provision for unpaid infringements.
13	Other expenses	Other expenses were higher than budget due to increased infrastructure asset write offs.

2.1.2 Capital Works

	Budget	Actual	Variance	Variance	
	2024	2024			
Property	\$'000	\$'000	\$'000	%	Ref
Land	-	12,596	12,596	100%	1
Total Land	-	12,596	12,596	100%	
Building	-	359	359	100%	2
Building Improvements	-	34	34	100%	3
Total buildings	-	393	393	100%	
Total property	-	12,989	12,989	100%	
Plant and equipment					
Plant, machinery and equipment	3,273	3,894	621	19%	4
Computers and telecommunications	14,712	15,842	1,130	8%	5
Total plant and equipment	17,985	19,736	1,751	10%	
Infrastructure					
Roads	20,560	26,972	6,412	31%	6
Bridges	198	1,105	907	458%	7
Footpaths and cycleways	3,411	3,301	(110)	-3%	8
Drainage	4,852	4,909	57	1%	
Recreational, leisure and community facilities	19,367	40,726	21,359	110%	9
Parks, open space and streetscapes	6,199	5,178	(1,021)	-16%	10
Other infrastructure	2,251	1,511	(740)	-33%	11
Total infrastructure	56,838	83,702	26,864	47%	
Total capital works expenditure	74,823	116,427	41,604	56%	
Represented by:					
New asset expenditure	16,652	43,450	26,798	161%	
Asset renewal expenditure	31,581	33,757	2,176	7%	
Asset expansion expenditure	1,513	2,311	798	53%	
Asset upgrade expenditure	25,077	36,909	11,832	47%	
Total capital works expenditure	74,823	116,427	41,604	56%	

(i) Explanation of material variations

Variance	Item	Explanation
Ref		
1	Land	Land purchases by Council were higher than anticipated due to the acquisition of two parcels of land, in Lynbrook and Clyde North. Provision for these purchases have been made as a part of the relevant Developer Contributions Plans but due to uncertainty around timing of the purchase they were not captured in the budget.
2	Buildings	Delivery of building renewal on Municipal Facilities funded from carry forward from 2022-23.
3	Building improvements	Delivery of minor capital works on Municipal Facilities funded from carry forward from 2022-23.
4	Plant, machinery and equipment	Continued deliver of plant, due to extensive lead times, funded from carry forward from 2022-23.
5	Computers and telecommunications	Continued delivery of Information Technology transformation projects funded from carry forward from 2022-23.
6	Roads	Continued delivery of road projects, including Ballarto Road and South Gippsland Highway Intersection Construction in Cranbourne East, funded from carry forward from 2022-23.
7	Bridges	Continued delivery of bridge renewal projects, including Manks Road Clyde, funded from carry forward from 2022-23.
8	Footpaths and cycleways	The underspend is mainly due to delays in obtaining external authority approvals.
9	Drainage	The lower than budget expenditure is due to wet weather disruptions, cancellation of projects, deferment of projects to 23/24 financial year, projects placed on hold (for review), resolution of land access issues, the timing of installation of non-council assets and resolution of external authority financial contributions.
10	Recreational, leisure and community facilities	Continued delivery of projects, including Casey Fields Regional Soccer Stage 2; Clyde Township New Family Community Centre; and Casey Fields Ovals and Pavilion Upgrade, funded from carry forward from 2022-23.
11	Parks, open space and streetscapes	The underspend is mainly due to delays in playground renewals due to long lead times for the supply of equipment, wet weather and skilled labour shortages.
12	Other infrastructure	The underspend is due to prioritisation of works under other programs.

Note 2.2 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

Customer and Corporate Services

The Customer and Corporate Services Division is focused on supporting operations, future readiness and customer focus. Through this the Customer and Corporate Services Division will contribute to the City of Casey being a great place to work, be clear on how we deliver customer centric services and build capability enabling effective delivery of services to our community. Customer and Corporate Services comprises of Communications and Corporate Governance, Customer and Digital, Financial Services, People and Culture and Technology.

Community Life

The Community Life Division works to develop healthy, active, connected and safe communities through the delivery of community facilities, events, experiences and life cycle services from birth to older age. Community Life comprises of Active Communities, Child Youth and Family, Connected Communities and Creative Communities.

City Planning and Infrastructure

The City Planning and Infrastructure Division plans, designs, builds and maintains Council infrastructure. This infrastructure covers roads, footpaths, drains and waterways, buildings and open spaces. We also provide approvals for private led construction activity in our city. City Planning and Infrastructure comprises of City and Asset Planning, City Design and Construction, Growth and Investment, Infrastructure and Open Spaces, Planning and Building Services and Sustainability and Waste.

Office of the CEO - Strategy, Innovation and Transformation

Reporting into the Office of the CEO, the Strategy, Innovation and Transformation department is focused on delivering value to our customers through enabling organisational strategy, improving the way we work, planning for the future and working in partnership with the business to achieve great performance outcomes.

2.2.2 Summary of income/ revenue, expenses, assets and capital expenses by program

	Income/ Revenue	Expenses	Surplus/ (Deficit)	Grants included in income/ revenue	Total assets
2024	\$'000	\$'000	\$'000	\$'000	\$'000
Customer and Corporate Services	331,793	59,621	272,172	1,255	3,330,842
Community Life	65,879	131,541	(65,662)	49,963	773,250
City Planning and Infrastructure	198,502	266,012	(67,510)	1,101	3,544,785
Office of the CEO - Strategy Innovation and Transformation	-	4,595	(4,595)	-	-
	596,174	461,769	134,405	52,319	7,648,877
Restated 2023	\$'000	\$'000	\$'000	\$'000	\$'000
Customer and Corporate Services	330,421	56,087	274,334	30,190	3,225,488
Community Life	75,504	127,700	(52,196)	57,533	673,792
City Planning and Infrastructure	307,420	242,749	64,671	6,323	3,341,935
Office of the CEO - Strategy Innovation and Transformation	-	4,606	(4,606)	-	-
	713,345	431,142	282,203	94,046	7,241,215

Note 3 Funding for the delivery of our services

3.1 Rates and charges

	2024	2023
	\$'000	\$'000
Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is its Capital Improved Value (CIV). The valuation base used to calculate general rates for 2023/24 was \$111.106 billion (2022/23 was \$103.502 billion).		
Residential	211,337	203,850
Commercial	13,162	11,098
Industrial	12,438	7,526
Farm/Rural	1,642	1,472
Supplementary rates and rate adjustments	4,891	4,657
Interest on rates and charges	507	1,510
Garbage charge	56,607	52,598
Total rates and charges	300,584	282,711

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2023, and the valuation will be first applied in the rating year commencing 1 July 2023.

Annual rates and charges are recognised as income when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

3.2 Statutory fees and fines

	2024	2023
	\$'000	\$'000
Infringements and costs	2,370	2,332
Town planning fees	1,855	1,849
Building	576	732
Land information certificates	379	289
Subdivision Fees	5,599	7,078
Animal registration and fines	2,196	2,343
Health registration and fees	1,462	1,412
Elections	78	10
Fire management	39	9
Total statutory fees and fines	14,554	16,054

Statutory fees and fines (including parking fees and fines) are recognised as income when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

3.3 User fees

	2024	2023
	\$'000	\$'000
Client fees – community care	263	361
Leisure centre and recreation	4,082	3,904
Kindergarten fees	145	2,058
Hire fees – council facilities	5,969	5,707
Pound release fees	571	482
Building services	1,493	1,748
Re-infrastructure/road opening fees	73	102
Recoveries	1,603	1,920
Reimbursements	2,272	1,528
Other fees and charges	1,856	2,058
Total user fees	18,327	19,868

User fees by timing of revenue recognition		
User fees recognised at a point in time	18,327	19,868
Total user fees	18,327	19,868

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

3.4 Funding from other levels of government

Grants were received in respect of the following:

	2024	2023
Summary of grants	\$'000	\$'000
Commonwealth funded grants	3,946	38,151
State funded grants	48,373	55,895
Total grants received	52,319	94,046

(a) Operating Grants

	2024	2023
<i>Recurrent – Commonwealth Government</i>	\$'000	\$'000
Connected Communities	1,239	2,156
Safer Communities	13	17
Financial Assistance Grants	981	29,853
<i>Recurrent – State Government</i>		
Connected Communities	1,729	3,558
Child Youth and Family	35,740	31,108
Total recurrent operating grants	39,702	66,692

	2024	2023
<i>Non-recurrent – Commonwealth Government</i>	\$'000	\$'000
Community Safety	230	-
Active Communities	20	13
<i>Non-recurrent – State Government</i>		
Active Communities	204	236
Arts and Cultural Development	68	179
Child Youth and Family	3,881	1,485
City and Asset Planning	339	100
City Presentation	-	13
Connected Communities	654	1,177
Finance and Rates	-	111
Growth and Investment	197	952
Safer Communities		-
Statutory Planning and Building	10	154
Strategy and Business Intelligence	-	-
Customer and Digital	48	2
People and Culture	-	-
Sustainability and Waste Management	212	56
Total non-recurrent operating grants	5,863	4,478
Total operating grants	45,565	71,170

(b) Capital Grants

	2024	2023
<i>Recurrent – Commonwealth Government</i>	\$'000	\$'000
Victorian Grants Commission (Local roads)	157	4,479
Roads to recovery	1,306	1,634
Total recurrent capital grants	1,463	6,113
<i>Non-recurrent – State Government</i>		
Infrastructure and Capital Projects	5,291	16,763
Total non-recurrent capital grants	5,291	16,763
Total capital grants	6,754	22,876

(c) Recognition of grant income

Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with *AASB 15 Revenue from Contracts with Customers*. When both these conditions are satisfied, the Council:

- identifies each performance obligation relating to revenue under the contract/agreement
- determines the transaction price
- recognises a contract liability for its obligations under the agreement
- recognises revenue as it satisfies its performance obligations, at the time or over time when services are rendered.

Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies *AASB 1058 Income for Not-for-Profit Entities*.

Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of the accounting framework under which grants are recognised.

	2024	2023
	\$'000	\$'000
Income recognised under AASB 1058 Income of Not-for-Profit Entities		
General purpose	1,138	34,331
Specific purpose grants to acquire non-financial assets	6,597	21,241
Other specific purpose grants	44,584	38,474
Revenue recognised under AASB 15 Revenue from Contracts with Customers		
Specific purpose grants	-	-
	52,319	94,046

(d) Unspent grants received on condition that they be spent in a specific manner

	2024	2023
	\$'000	\$'000
Operating		
Balance at start of year	12,831	8,886
Received during the financial year and remained unspent at balance sheet date	6,081	6,998
Received in prior years and spent during the financial year	(3,177)	(3,053)
Balance at year end	15,735	12,831
Capital		
Balance at start of year	11,081	17,134
Received during the financial year and remained unspent at balance sheet date	3,441	6,625
Received in prior years and spent during the financial year	(5,065)	(12,678)
Balance at year end	9,457	11,081

Unspent grants are determined and disclosed on a cash basis.

3.5 Contributions

	2024	Restated 2023
	\$'000	\$'000
Monetary	82,203	80,936
Non-monetary	112,073	210,829
Total contributions	194,276	291,765

<i>Contributions of non monetary assets were received in relation to the following asset classes.</i>		
Land	45,295	92,393
Buildings	180	66
Roads	31,876	60,292
Other infrastructure	34,722	58,078
Total non-monetary contributions	112,073	210,829

Monetary and non monetary contributions are recognised as income at their fair value when Council obtains control over the contributed asset.

3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment

	2024	2023
	\$'000	\$'000
Proceeds of sale	9,220	4,721
Written down value of assets disposed	(13,291)	(8,010)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(4,071)	(3,289)

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

3.7 Other Income

	2024	2023
	\$'000	\$'000
Interest	18,415	10,484
Other rent	1,210	1,343
Total other income	19,625	11,827

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

Note 4 The cost of delivering services

4.1 (a) Employee costs

	2024	2023
	\$'000	\$'000
Wages and salaries	119,212	117,349
WorkCover	3,581	1,940
Superannuation	13,416	12,123
Fringe benefits tax	109	80
Other	5,603	4,188
Total employee costs	141,921	135,680

(b) Superannuation

Council made contributions to the following funds:

	2024	2023
Defined benefit fund	\$'000	\$'000
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	170	203
	170	203
Employer contributions payable at reporting date.	-	-
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	5,622	5,879
Employer contributions – other funds	6,621	6,115
	12,243	11,994
Employer contributions payable at reporting date.	1,041	926

Contributions made exclude amounts accrued at balance date. Refer to note 9.3 for further information relating to Council's superannuation obligations.

4.2 Materials and services

	2024	2023
	\$'000	\$'000
Building maintenance	6,865	6,421
General maintenance	62,050	44,789
Utilities	9,721	9,287
Office administration	43,894	41,635
Information technology	8,367	8,431
Insurance	3,248	2,700
Consultants	8,551	7,862
Rebate and reimbursements	14	12
Council developer contributions	40,930	36,025
Waste management	48,710	47,352
Total materials and services	232,350	204,514

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

4.3 Depreciation

	2024	2023
	\$'000	\$'000
Property	21,571	20,022
Plant and equipment	4,316	4,291
Infrastructure	49,191	45,644
Total depreciation	75,078	69,957

4.4 Depreciation – right of use assets

	2024	2023
	\$'000	\$'000
Other Equipment	-	72
Vehicles	1,735	1,511
Property	129	129
Total depreciation – right of use assets	1,864	1,712

4.5 Allowance for impairment losses

	2024	2023
	\$'000	\$'000
Parking fine debtors	53	56
Other debtors	326	466
Total allowance for impairment losses	379	522

Movement in allowance for impairment losses in respect of debtors

	2024	2023
	\$'000	\$'000
Balance at the beginning of the year	2,861	2,346
New allowances recognised during the year	379	530
Amounts already allowed for and written off as uncollectible	(5)	(15)
Balance at end of year	3,235	2,861

An allowance for impairment losses in respect of debtors is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.

4.6 Borrowing costs

	2023	2022
	\$'000	\$'000
Interest – borrowings	1,044	1,272
Total borrowing costs	1,044	1,272

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.

4.7 Finance costs – leases

	2024	2023
	\$'000	\$'000
Interest – lease liabilities	757	769
Total finance costs	757	769

4.8 Other expenses

	2024	2023
	\$'000	\$'000
Auditors' remuneration – VAGO – audit of the financial statements, performance statement and grant acquittals	145	100
Auditors' remuneration – Internal	132	147
Councillors' allowances	676	656
Leases	141	119
Infrastructure assets and work in progress written off	6,639	12,803
Increase/(Decrease) in landfill provision	643	2,891
Total other expenses	8,376	16,716

Note 5 Investing in and financing our operations**5.1 Financial assets**

	2024	2023
(a) Cash and cash equivalents	\$'000	\$'000
Current		
Cash on hand	38	35
Cash at bank	14,346	7,109
Call deposits	16,363	20,367
Total cash and cash equivalents	30,747	27,511

(b) Other financial assets		
Current		
Term deposits	338,069	340,680
Total current other financial assets	338,069	340,680
Non-current		
Term deposits	18,000	7,000
Total non-current other financial assets	18,000	7,000
Total other financial assets	356,069	347,680
Total cash and cash equivalents and other financial assets	386,816	375,191

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

Other financial assets include term deposits and those with original maturity dates of 3 to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.

	2024	2023
(c) Trade and other receivables	\$'000	\$'000
Current		
Statutory receivables		
Rates debtors	34,318	29,260
Special rate assessment	303	333
Infringement debtors	3,418	3,045
Allowance for expected credit loss - infringements	(2,892)	(2,527)
Net GST receivable	3,430	5,529
Other receivables	472	1,948
Non statutory receivables		
Trade and other receivables	7,890	5,584
Allowance for expected credit loss - other debtors	(342)	(334)
Total current trade and other receivables	46,597	42,838

Short term receivables are carried at invoice amount. An allowance for expected credit losses is recognised based on past experience and other objective evidence of expected losses. Long term receivables are carried at amortised cost using the effective interest rate method.

	2024	2023
(d) Ageing of receivables	\$'000	\$'000
The ageing of the Council's trade and other receivables (excluding statutory receivables) that are not impaired was:		
Current (not yet due)	4,978	2,840
Past due by up to 30 days	631	265
Past due between 31 and 180 days	682	1,465
Past due between 181 and 365 days	595	173
Past due by more than 1 year	1,004	841
Total trade and other receivables	7,890	5,584

5.2 Non-financial assets

	2024	2023
(a) Other assets	\$'000	\$'000
Prepayments	4,110	3,282
Other	8,192	6,468
Total other assets	12,302	9,750

5.3 Payables, trust funds and deposits and contract and other liabilities

	2024	2023
(a) Trade and other payables	\$'000	\$'000
Current		
Non-statutory payables		
Trade payables	31,613	28,491
Accrued expenses	2,591	2,457
Statutory payables		
Net GST payable	295	348
Total current trade and other payables	34,499	31,296

	2024	2023
(b) Trust funds and deposits	\$'000	\$'000
Current		
Refundable deposits	84	84
Fire services levy	1,424	265
Retention amounts	45,988	49,271
Other refundable deposits	1,926	2,096
Total current trust funds and deposits	49,422	51,716

	2024	2023
(c) Contract and other liabilities	\$'000	\$'000
Contract liabilities		
Current		
Grants received in advance – operating	15,735	12,831
Grants received in advance – capital	9,457	11,081
Total contract liabilities	25,192	23,912
Total contract and other liabilities	25,192	23,912

Trust fund and deposits - Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

Contract liabilities - Contract liabilities reflect consideration received in advance from state/commonwealth government. Contract liabilities are derecognised and recorded as revenue as and when the terms of the agreement is fulfilled. Refer to Note 3.

Purpose and nature of items

Refundable deposits – Deposits are taken by council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and use of civic facilities.

Fire Service Levy – Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.

Retention amounts – Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

5.4 Interest-bearing liabilities

	2024	2023
Current	\$'000	\$'000
Borrowings – secured	8,299	8,044
Total	8,299	8,044
Non-current	\$'000	\$'000
Borrowings – secured	14,206	22,506
	14,206	22,506
Total	22,505	30,550

Borrowings are secured by the rates of the Council

	2024	2023
(a) The maturity profile for Council's borrowings is:	\$'000	\$'000
Not later than one year	8,299	8,044
Later than one year and not later than five years	14,206	22,506
Later than five years	-	-
Total	22,505	30,550

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities based on contractual repayment terms at every balance date.

5.5 Provisions

	Employee	Landfill restoration	Total
2024	\$'000	\$'000	\$'000
Balance at beginning of the financial year	28,760	10,192	38,952
Additional provisions	5,675	753	6,428
Amounts used	(4,781)	(1,137)	(5,918)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(108)	(110)	(218)
Balance at the end of the financial year	29,546	9,698	39,244
Provisions – current	25,695	1,342	27,037
Provisions – non-current	3,851	8,356	12,207

2023	\$'000	\$'000	\$'000
Balance at beginning of the financial year	30,330	8,380	38,710
Additional provisions	4,714	3,175	7,889
Amounts used	(6,433)	(1,079)	(7,512)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	149	(284)	(135)
Balance at the end of the financial year	28,760	10,192	38,952
Provisions – current	24,870	1,218	26,088
Provisions – non-current	3,890	8,974	12,864

	2024	2023
(a) Employee provisions	\$'000	\$'000
Current provisions expected to be wholly settled within 12 months		
Annual leave	8,999	8,270
Long service leave	3,414	2,812
Retirement gratuity	35	73
Total	12,448	11,155
Current provisions expected to be wholly settled after 12 months		
Annual leave	2,480	2,847
Long service leave	10,767	10,868
Total	13,247	13,715

Total current employee provisions	25,695	24,870
	2024	2023
Non-current	\$'000	\$'000
Long service leave	3,843	3,880
Retirement gratuity	8	10
Total non-current employee provisions	3,851	3,890
Aggregate carrying amount of employee provisions:		
Current	25,695	24,870
Non-current	3,851	3,890
Total aggregate carrying amount of employee provisions	29,546	28,760

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Annual leave

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:

- nominal value if the Council expects to wholly settle the liability within 12 months
- present value if the Council does not expect to wholly settle within 12 months

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. Unconditional LSL is disclosed as a current liability as the Council does not have an unconditional right to defer settlement. Unconditional LSL is measured at nominal value if expected to be settled within 12 months or at present value if not expected to be settled within 12 months. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability and measured at present value.

Key assumptions:	2024	2023
Discount rate	4.35%	4.06%
Wage index rate	4.45%	4.35%

	2024	2023
(b) Landfill restoration	\$'000	\$'000
Current	1,342	1,218
Non-current	8,356	8,974
Total	9,698	10,192

Stevenson's Landfill - The City of Casey is obligated for remediation of the Stevenson's Road Closed Landfill (SRCL) site. The provision for landfill restoration has been calculated based on the present value of the expected cost of works to be undertaken. The total estimated present value of the remaining cost of rehabilitation and on-going site management is over \$9.698 million, inclusive of ongoing operational costs of up to \$1.342 million per annum for up to 10 years.

A provision of \$9.698 million (2022/23 \$10.192 million) is provided, based on the net present value of the estimated ongoing site management and monitoring costs over 10 years from 2024/25.

Cemetery Road Landfill - Rehabilitation of this site is complete. The Council has minor ongoing monitoring and maintenance expenses.

Narre Warren Landfill - The landfill rehabilitation is complete and the site has been handed back to Council for ongoing management as a reserve. The Council also manages ongoing monitoring of ground water on behalf of the Narre Warren User Group (NWUG). These expenses are reimbursed to the Council via a fund managed by the City of Whitehorse.

Key assumptions:	2024	2023
Discount rate	4.05%	4.06%
Index rate	4.30%	4.25%

5.6 Financing arrangements

	2024	2023
The Council has the following funding arrangements in place as at 30 June	\$'000	\$'000
Credit card facilities	300	120
Other borrowing facilities	22,506	30,549
Total facilities	22,806	30,669
Used facilities	22,539	30,591
Unused facilities	267	78

5.7 Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

(a) Commitments for expenditure

2024	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
Operating	\$'000	\$'000	\$'000	\$'000	\$'000
Assets management	822	427	-	-	1,249
Auditing services	126	63	-	-	189
Building cleansing	1,375	-	-	-	1,375
Energy supply	6,021	5,372	14,301	7,173	32,867
Equipment	622	-	-	-	622
Environmental health services	5,172	5,172	6,031	-	16,375
Facilities management	11,665	3,586	2,168	-	17,419
Graffiti removal	470	448	861	-	1,779
Home care services	54	-	-	-	54
Information technology	12,268	8,937	9,130	-	30,335
Leisure centre management	674	674	2,012	-	3,360
Open space management	34,619	29,036	16,293	-	79,948
Other capital works	3,185	3,166	-	-	6,351
Professional services	10,127	3,665	2,862	624	17,278
Property valuation	445	445	721	-	1,611
Street cleansing	510	-	-	-	510
Waste management	33,788	29,272	38,803	13,292	115,155
Total	121,943	90,263	93,182	21,089	326,477

Capital					
Capital Works (Buildings)	4,009	-	-	-	4,009
Capital Works (Roads, footpaths, kerb and channel)	3,681	1,869	1,323	-	6,873
Equipment	328	80	-	-	408
Other Capital Works	316	-	-	-	316
Total	8,334	1,949	1,323	-	11,606

2023	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
Operating	\$'000	\$'000	\$'000	\$'000	\$'000
Assets management	945	945	448	-	2,338
Auditing services	126	126	63	-	315
Building cleansing	1,375	1,375	-	-	2,750
Energy supply	5,031	3,244	9,600	8,000	25,875
Equipment	22	3	-	-	25
Environmental health services	2,957	686	350	-	3,993
Facilities management	2,354	946	-	-	3,300
Graffiti removal	275	22	-	-	297
Home care services	92	46	-	-	138
Information technology	8,037	5,564	3,244	-	16,845
Leisure centre management	1,886	-	-	-	1,886
Open space management	16,005	10,785	6,023	-	32,813
Other capital works	259	259	259	-	777
Professional services	7,883	1,870	27	-	9,780
Property valuation	130	-	-	-	130
Street cleaning	1,225	510	-	-	1,735
Waste management	19,563	18,980	43,145	17,664	99,352
Total	68,165	45,361	63,159	25,664	202,349
Capital					
Capital works (Building)	3,138	75	-	-	3,213
Capital works (Roads, footpaths, kerb & channel)	2,739	1,030	425	-	4,194
Equipment	7	-	-	-	7
Other capital works	1,503	-	-	-	1,503
Total	7,387	1,105	425	-	8,917

(b) Operating lease receivables

Operating lease receivables - The Council has entered into commercial property leases on its investment property, consisting of surplus freehold office complexes. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 10 years. All leases include a CPI based revision of the rental charge annually.

	2024	2023
Future undiscounted minimum rentals receivable under non-cancellable operating leases are as follows:	\$'000	\$'000
Not later than one year	1,347	1,234
Later than one year and not later than five years	2,765	3,178
Later than five years	3,641	2,302
Total	7,753	6,714

5.8 Leases

At inception of a contract, Council assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- Council has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- Council has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Under AASB 16 Leases, Council as a not-for-profit entity has elected not to measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

The City Of Casey has 6 peppercorn leases and 10 low value assets on land and buildings ,use of these properties is restricted to community service and welfare activities.

<i>Right-of-Use Assets</i>	Property	Vehicles	Office Equipment	Total
	\$'000	\$'000	\$'000	\$'000
Balance at 1 July 2023	246	9,625	-	9,871
Additions	-	899		899
Amortisation charge	(129)	(1,735)	-	(1,864)
Balance at 30 June 2024	117	8,789	-	8,906

<i>Lease Liabilities</i>	2024	2023
Maturity analysis – contractual undiscounted cash flows	\$'000	\$'000
Less than one year	2,437	2,274
One to five years	9,251	8,647
More than five years	192	2,308
Total undiscounted lease liabilities as at 30 June:	11,880	13,229

Lease liabilities included in the Balance Sheet at 30 June:	\$'000	\$'000
Current	1,797	1,575
Non-current	8,193	9,214
Total lease liabilities	9,990	10,789

Short-term and low value leases - Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of AUD\$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

	2024	2023
Expenses relating to:	\$'000	\$'000
Leases of low value assets	2	5
Total	2	5

Non-cancellation lease commitments – Short-term and low-value leases

Commitments for minimum lease payments for short-term and low-value leases are payable as follows:

	2024	2023
Payable:	\$'000	\$'000
Within one year	-	-
Later than one year but not later than five	4	4
Total lease commitments	4	4

Note 6 Assets we manage

6.1 Non current assets classified as held for sale

	2024	2023
	\$'000	\$'000
Cost of acquisition	-	2,905
Total non current assets classified as held for sale	-	2,905

Non-current assets classified as held for sale (including disposal groups) are measured at the lower of its carrying amount and fair value less costs of disposal, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

6.2 Property, infrastructure, plant and equipment
Summary of property, infrastructure, plant and equipment

	Restated carrying amount 30 June 2023	Restated carrying amount 30 June 2023	Additions	Contributions	Revaluation	Depreciation	Disposal	Write-off	Transfers	Impairment	Assets Held for Sale	Carrying amount 30 June 2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	3,482,571	-	-	45,295	-	-	-	-	14,378	-	-	3,542,244
Buildings	524,565	-	-	180	-	(21,571)	(1,568)	-	54,257	-	-	555,863
Plant and equipment	12,736	-	-	-	-	(4,316)	(509)	-	6,530	-	-	14,441
Infrastructure	2,654,054	-	-	66,598	279,620	(49,191)	(8,308)	-	60,107	-	-	3,002,880
Work in progress	121,968	116,427	-	-	-	-	-	(29,622)	(135,272)	-	-	73,501
Total	6,795,894	116,427	112,073	279,620	(75,078)	(10,385)	(29,622)	-	-	-	-	7,188,930

Summary of Work in Progress	Opening WIP	Additions	Write-off	WIP Reclass	Transfers	Closing WIP
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property – Land	4,248	12,596	(110)	-	(14,378)	2,356
Property – Buildings	18,542	393	(3,135)	55,055	(54,257)	16,598
Plant and equipment	723	19,736	(14,324)	700	(6,530)	305
Infrastructure	98,455	83,702	(12,053)	(55,755)	(60,107)	54,242
Total	121,968	116,427	(29,622)	-	(135,272)	73,501

(a) Property

	Land – specialised	Land – non specialised	Land Improvements	Total Land & Land Improvements	Buildings specialised	Buildings – non specialised	Total Buildings	Work In Progress	Total Property
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2023 - Restated	1,723,245	1,759,326	-	3,482,571	731,086	111,626	842,712	22,788	4,348,071
Accumulated depreciation at 1 July 2023	-	-	-	-	(226,805)	(91,342)	(318,147)	-	(318,147)
	1,723,245	1,759,326	-	3,482,571	504,281	20,284	524,565	22,788	4,029,924

Movements in fair value

Additions	646	13,732		14,378	40,025	14,232	54,257	-	68,635
Contributions	15,884	29,411		45,295	180		180	-	45,475
Disposal		-		-	(5,021)	(2,751)	(7,772)	-	(7,772)
Write-off		-		-	-	-	-	(3,245)	(3,245)
Acquisition of WIP assets at cost		-		-	-	-	-	12,989	12,989
Transfers	5,009	(5,009)		-	(11,570)	11,570	-	(68,633)	(68,633)
WIP reclass		-		-	-	-	-	55,055	55,055
	21,539	38,134	-	59,673	23,614	23,051	46,665	(3,834)	102,504

(a) Property (continued)

	Land – specialised	Land – non specialised	Land improvements	Total Land & Land improvements	Buildings specialised	Buildings – specialised	Buildings specialised – non specialised	Total Buildings	Work in Progress	Total Property
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Movements in accumulated depreciation										
Depreciation and amortisation	-	-	-	-	(18,320)	(3,251)	(21,571)	-	-	(21,571)
Accumulated depreciation of disposals	-	-	-	-	4,222	1,982	6,204	-	-	6,204
Revaluation increments/decrements	-	-	-	-	(26,925)	26,925	-	-	-	-
	-	-	-	-	(41,023)	25,656	(15,367)	-	-	(15,367)
At fair value 30 June 2024	1,744,784	1,797,460	-	3,542,244	754,700	134,677	889,377	18,954	4,450,575	
Accumulated depreciation at 30 June 2024	-	-	-	-	(267,828)	(65,686)	(333,514)	-	-	(333,514)
Carrying amount	1,744,784	1,797,460	-	3,542,244	486,872	68,991	555,863	18,954	4,117,061	

(b) Plant and Equipment

	Plant machinery and equipment	Fixtures fittings and furniture	Computers and telecoms	Total plant and equipment	Work in progress	Total plant and equipment
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Movements in fair value						
Additions	3,476	46	3,008	6,530	-	6,530
Disposal	(2,063)	-	(5,637)	(7,700)	-	(7,700)
Acquisition of WIP assets at cost	-	-	-	-	19,736	19,736
Write-off	-	-	-	-	(14,324)	(14,324)
Transfers	-	-	-	-	(6,530)	(6,530)
WIP reclass	-	-	-	-	700	700
	1,413	46	(2,629)	(1,170)	(418)	(1,588)
Movements in accumulated depreciation						
Depreciation and amortisation	(1,536)	(1,181)	(1,599)	(4,316)	-	(4,316)
Accumulated depreciation of disposals	1,908	-	5,283.00	7,191	-	7,191
Impairment losses recognised in operating result	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
	372	(1,181)	3,684	2,875	-	2,875
At fair value 30 June 2024	14,107	16,484	11,852	42,443	305	42,748
Accumulated depreciation at 30 June 2024	(8,939)	(11,829)	(7,235)	(28,002)	-	(28,002)
Carrying amount	5,168	4,655	4,617	14,441	305	14,746

(c) Infrastructure

	Roads	Bridges	Footpaths and cycleways	Drainage	Outdoor sports facilities	Waste management	Parks, open spaces and streetscapes	Off street car parks	Total Infrastructure	Work in Progress	Total Infrastructure
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2023 - Restated	1,725,314	79,441	237,612	934,971	156,647	36,119	155,925	58,498	3,384,527	98,455	3,482,982
Accumulated depreciation at 1 July 2023	(290,592)	(15,890)	(57,462)	(187,963)	(61,416)	(24,238)	(82,351)	(10,561)	(730,473)	-	(730,473)
	1,434,722	63,551	180,150	747,008	95,231	11,881	73,574	47,937	2,654,054	98,455	2,752,509
Movements in fair value											
Additions	17,737	1,681	7,191	3,684	14,589	237	10,582	4,406	60,107	-	60,107
Contribution	31,876	241	7,274	20,246	196	33	6,732	-	66,598	-	66,598
Revaluations	238,426	28,405	31,923	-	46,692	-	35,526	10,115	391,087	-	391,087
Disposal	(8,648)	(242)	(1,027)	(549)	(3,221)	(4)	(3,982)	(569)	(18,242)	-	(18,242)
Write-off	-	-	-	-	-	-	-	-	-	(12,053)	(12,053)
Acquisition of WIP assets at cost	-	-	-	-	-	-	-	-	-	83,702	83,702
Transfers	-	-	-	-	-	-	-	-	-	(60,107)	(60,107)
WIP Reclass	-	-	-	-	-	-	-	-	-	(55,755)	(55,755)
	279,391	30,085	45,361	23,381	58,256	266	48,858	13,952	499,550	(44,213)	455,337

(c) Infrastructure (continued)

	Roads	Bridges	Footpaths and cycleways	Drainage	Outdoor sports facilities	Waste management	Parks, open spaces and streetscapes	Off street car parks	Total Infrastructure	Work in Progress	Total Infrastructure
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Movements in accumulated depreciation											
Depreciation and amortisation	(18,725)	(1,114)	(4,227)	(10,225)	(5,376)	(1,862)	(6,423)	(1,239)	(49,191)	-	(49,191)
Accumulated depreciation of disposals	3,256	73	421	109	2,497	2	3,399	177	9,934	-	9,934
Revaluation increments/decrements	(43,911)	(15,872)	(8,539)	-	(19,493)	-	(20,104)	(3,548)	(111,467)	-	(111,467)
Transfers	-	-	-	-	298	-	22	(320)	-	-	-
	(59,380)	(16,913)	(12,345)	(10,116)	(22,074)	(1,860)	(23,106)	(4,930)	(150,724)	-	(150,724)
At fair value 30 June 2024	2,004,705	109,526	282,973	958,352	214,903	36,385	204,783	72,450	3,884,077	54,242	3,938,319
Accumulated depreciation at 30 June 2024	(349,972)	(32,803)	(69,807)	(198,079)	(83,490)	(26,098)	(105,457)	(15,491)	(881,197)	-	(881,197)
Carrying amount	1,654,733	76,723	213,166	760,273	131,413	10,287	99,326	56,959	3,002,880	54,242	3,057,122

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. Refer also to Note 8.4 for further disclosure regarding fair value measurement.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council’s policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

	Depreciation period	Threshold limit
<i>Asset recognition thresholds and depreciation periods</i>		\$’000
Land & land improvements		
• land	-	Nil
• land improvements		
Buildings		
• buildings and building components	10-200 years	5
Plant and Equipment		
• plant, machinery and equipment	2-17 years	2
• fixtures, fittings and furniture	4-10 years	2
Computers and telecommunications	5 years	2
Infrastructure		
• road – pavements	26-108 years	10
• road – seals	5-77 years	10
• roads – kerb, channel and traffic management	15-100 years	10
• car parks	24-68 years	5
• bridges – deck	39-119 years	5
• bridges – substructure	39-119 years	5
• footpaths and cycleways	12-83 years	5
Drainage	20-100 years	5
Outdoor sports facilities	9-125 years	5
Waste management	10-50 years	5
Open space and landscaping community facilities	9-150 years	5

Land under roads

Council recognises land under roads it controls at fair value.

Depreciation and amortisation

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

Repairs and maintenance

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed

Valuation of land and buildings

Valuation of land and buildings were undertaken by Jesse Andrewartha from Westlink Consulting, a qualified independent valuer, registration number 108176 in 2022/23. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation and the adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/ or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

The date and type of the current valuation is detailed in the following table.

Details of the Council’s land and buildings and information about the fair value hierarchy as at 30 June 2024 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation	Type of Valuation
Land	-	1,797,460	-	30/06/2023	Market Approach
Specialised Land	-	-	1,744,784	30/06/2023	Market Approach
Specialised Buildings	-	-	486,872	30/06/2023	Market Approach
Non Specialised Buildings	-	68,991	-	30/06/2023	Market Approach
Total	-	1,866,451	2,231,656		

Valuation of infrastructure

Valuation of infrastructure assets has been determined in accordance with Council adopted Asset Valuation Policy and Asset Valuation Manual and conducted by professional qualified engineer, an employee of the Council.

The date and type of the current valuation is detailed in the following table. Revaluation of Bridges, Lighting and Guardrail is conducted in 2023/24. An index-based revaluation of Roads, Footpaths/ Cycleways and Off Street Car Parks is conducted in 2023/24. Parks, Open Space and Streetscape assets are indexed in 2023/24 except Lighting. This valuation was based on Rawlinsons Construction Guide’s Building Indices for the Melbourne metropolitan area, and a full revaluation of these assets will be conducted per the adopted revaluation schedule in the Asset Valuation Manual. Buildings and Waste Management assets were revalued in 2022/23. Drainage assets were revalued in 2021/22 and are planned for detailed revaluation in 2024/25.

The valuation is at fair value based on current replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council’s infrastructure and information about the fair value hierarchy as at 30 June 2024 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation	Type of Valuation
Roads	-	-	1,654,733	30-Jun-24	Index
Bridges	-	-	76,723	30-Jun-24	Market Approach
Footpaths and cycleways	-	-	213,166	30-Jun-24	Index
Drainage	-	-	760,273	30-Jun-22	Index/Market Approach
Outdoor sports facilities	-	-	131,413	30-Jun-23	Market Approach
Waste management	-	-	10,287	30-Jun-23	Index
Parks, open space and streetscapes	-	-	99,326	30-Jun-24	Index/Market Approach
Off street car parks	-	-	56,959	30-Jun-24	Index/Market Approach
Total	-	-	3,002,880		

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 20% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$1 and \$3,000 per square metre.

Specialised buildings are valued using a current replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis and ranges from \$300 to \$5,000 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 10 years to 200 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the current replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 5 years to 150 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

	2024	Restated 2023
Reconciliation of specialised land	\$'000	\$'000
Land under roads	675,859	659,975
Parks and reserves	1,006,122	1,000,467
Community facilities	52,220	52,220
Corporate	10,583	10,583
Total specialised land	1,744,784	1,723,245

6.3 Investments in associates, joint arrangements and subsidiaries

	2024	2023
(a) Investments in associates	\$'000	\$'000
Casey Cardinia Library Corporation	5,071	4,500
Background		
The City of Casey is sole member of the Casey Cardinia Library Corporation (CCLC). Implementation of the new <i>Local Government Act 2020</i> requires Library Corporations and their Member Councils to find an alternative legal entity governance model. In October 2022, the CCLC Board endorsed Cardinia Shire Council’s decision to withdraw from the CCLC Regional Library Agreement, effective 30th November 2022, under Clause 12 of the Regional Library Agreement. CCLC continued with a new business name Connected Libraries (CL), to provide library services to Casey City Council. The City of Casey owns the properties where the Connected Libraries operates the libraries within the City of Casey and is entitled to 100% of its net equity. Council does not charge rental for the library premises provided to CCLC.		
Fair value of Council’s investment in Casey Cardinia Library Corporation	5,071	4,500

	2024	2023
Council's share of accumulated surplus/(deficit)	\$'000	\$'000
Council's share of accumulated surplus(deficit) at start of year	4,500	4,127
Reported surplus(deficit) for year (based on un-audited result)	571	373
Council's share of accumulated surplus(deficit) at end of year	5,071	4,500

	2024	2023
Council's share of expenditure commitments	\$'000	\$'000
Operating commitments	-	-
Council's share of expenditure commitments	-	-

Committees of management

Council’s policy is to seek all committees of Management to incorporate pursuant to the *Associations Incorporation Reform Act 2021*. The adopted incorporated Committee of Management structure provides committees with power and autonomy to effectively manage and plan for the long term future of the facility they utilise. The operation of the Committees of Management are not material to the overall operations of the Council and their revenues and expenses are excluded from this Financial report. However, all land buildings managed by Committees of Management are owned by Council and have been brought to account as assets of Council.

	2024	2023
	\$'000	\$'000
Narre Warren User Group	255	266
Background		
The City of Casey holds 17.96% in Narre Warren User Group (NWUG). The principal activity of NWUG is to monitor the closed landfill that was previously used by Council at Narre Warren. The contributions by the Council to NWUG during the period totalled Nil (2021/22 NIL). The Whitehorse City Council holds the cash investment for NWUG and the surplus is generated from interest income less monitoring costs. The cash investment is managed by Whitehorse City Council who holds a 48.88% interest in NWUG.		

Council's share of accumulated surplus/(deficit)		
Summarised statement of comprehensive income		
Council's share of accumulated surplus(deficit) at start of year	266	276
Reported surplus (deficit) for year	(11)	(10)
Total comprehensive result	255	266

Movement in carrying value of specific investment		
Carrying value of investment at start of year	266	276
Share of surplus (deficit) for year	(11)	(10)
Carrying value of investment at end of year	255	266
Net Assets	255	266

Significant restrictions

The NWUG operates under a User Group Agreement, that has been agreed by all of the participating Councils. There is no clause in the agreement that allows for the return of funds to the participating Councils. The current funds are held to meet commitments for the site contained within the EPA issued Pollution Abatement Notice (PAN). There is no current agreement between the participating councils on the distribution of assets or liabilities of the User Group when the commitments of the PAN have been satisfied.

Associates are all entities over which Council has significant influence but not control or joint control. Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost.

Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations each investor has, rather than the legal structure of the joint arrangement.

For joint operations, Council recognises its direct right to, and its share of jointly held assets, liabilities, revenues and expenses of joint operations.

Interests in joint ventures are accounted for using the equity method. Under this method, the interests are initially recognised in the consolidated balance sheet at cost and adjusted thereafter to recognise Council’s share of the post-acquisition profits or losses and movements in other comprehensive income in profit or loss and other comprehensive income respectively.

Note 7 People and relationships

7.1 Council and key management remuneration

(a) Related parties

Parent entity

The Casey City Council is the parent entity.

Subsidiaries and Associates

Interests in subsidiaries and associates are detailed in Note 6.3.

(b) Key Management Personnel

Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of Casey City Council. The Administrators, Chief Executive Officer and Directors are deemed KMP.

	2024	2023
	No.	No.
Administrators		
Ms Noelene Duff PSM – Chair of Administrator Panel		
Mr Cameron Boardman		
Mr Miguel Belmar		
Total Number of Administrator Panel Members	3	3
Executive Leadership Team		
Chief Executive Officer, Mr Glenn Patterson		
Director, City Planning and Infrastructure, Mr James Collins		
Director, Customer and Corporate Services, Ms Jen Bednar		
Director, Community Life, Mr Steve Coldham		
Director, Community Life, Mr. Callum Pattie - From 23 November 2022 to 30 June 2023		
Director, Community Life, Ms Colette McMahon - from 4 April 2022 to 22 November 2022		
Total of Chief Executive Officer and other Key Management Personnel	4	6
Total Number of Key Management Personnel	7	9

(c) Remuneration of Key Management Personnel

Remuneration comprises employee benefits including all forms of consideration paid, payable or provided by Council, or on behalf of the Council, in exchange for services rendered. Remuneration of Key Management Personnel and Other senior staff is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

Other long-term employee benefits include long service leave, other long service benefits or deferred compensation.

Post-employment benefits include pensions, and other retirement benefits paid or payable on a discrete basis when employment has ceased.

Termination benefits include termination of employment payments, such as severance packages.

	2024	2023
	\$'000	\$'000
Total remuneration of key management personnel was as follows:		
Short-term employee benefits	1,941	2,340
Other long-term employee benefits	33	34
Post-employment benefits	178	187
Total	2,152	2,561

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

	2024	2023
	No.	No.
Income range:		
\$130,000 - \$139,999	-	1
\$160,000 - \$169,999	-	2
\$170,000 - \$179,999	2	-
\$260,000 - \$269,999	-	1
\$300,000 - \$309,999	-	1
\$310,000 - \$319,999	-	1
\$320,000 - \$329,999	1	-
\$330,000 - \$339,999	1	1
\$340,000 - \$349,999	1	-
\$350,000 - \$359,999	1	-
\$360,000 - \$369,999	-	1
\$460,000 - \$469,999	1	-
\$520,000 - \$529,999	-	1
	7	9

(d) Remuneration of other senior staff

Other senior staff are officers of Council, other than Key Management Personnel, whose total remuneration exceeds \$170,000 (2023: \$160,000) and who report directly to a member of the KMP.*

	2024	2023
	\$'000	\$'000
Total remuneration of other senior staff was as follows:		
Short-term employee benefits	2,649	3,227
Other long-term employee benefits	68	81
Post-employment benefits	301	342
Termination benefits	-	375
Total	3,018	4,025

The number of other senior staff are shown below in their relevant income bands:

	2024	2023
Income range:	No.	No.
\$160,000 – \$169,999	-	1
\$170,000 – \$179,999	-	2
\$180,000 – \$189,999	-	3
\$190,000 – \$199,999	-	1
\$200,000 – \$209,999	-	1
\$210,000 – \$219,999	2	5
\$220,000 – \$229,999	4	1
\$230,000 – \$239,999	4	1
\$240,000 – \$249,999	1	1
\$250,000 – \$259,999	1	1
\$260,000 – \$269,999	1	2
	13	19
Total Remuneration for the reporting year for Senior Officers included above, amounted to (\$'000)*:	3,018	4,025
<i>*Total remuneration comprises of salaries and wages, paid leave, allowances, superannuation, higher duties, termination payments and contributions for the private use of a vehicle</i>		

7.2 Related party disclosure

	2024	2023
(a) Transactions with related parties	\$'000	\$'000
During the period Council entered into the following transactions with related parties		
Provision of library services by the Casey Cardinia Library Corporation, in accordance with the Regional Library Agreement	6,275	10,618
Reimbursement of Cost - Library innovation project	454	-
Reimbursement of Cost - Payment to independent board members	22	-
Provision of financial and other services to the Casey Cardinia Library Corporation	(35)	(34)
	6,716	10,584

(b) Outstanding balances with related parties

There were no outstanding balances with related parties that required disclosure during the 2023-24 or 2022-23 reporting years.

(c) Loans to/from related parties

No loans have been made, guaranteed, or secured by Council to related parties during the 2023-24 or 2022-23 reporting years.

(d) Commitments to/from related parties

No commitments have been made, guaranteed, or secured by Council to related parties during the 2023-24 or 2022-23 reporting years.

Note 8 Managing uncertainties

8.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

(a) Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council. At balance date the Council is not aware of any contingent assets.

(b) Contingent liabilities

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council; or
- present obligations that arise from past events but are not recognised because:
 - it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
 - the amount of the obligation cannot be measured with sufficient reliability.

The following are potential contingencies to be considered by council at the balance sheet date.

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Future superannuation contributions

In addition to the disclosed contributions, there were NIL contributions outstanding and NIL loans issued from or to the above schemes as at 30 June 2024. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2025 are \$190K

Liability Mutual Insurance

Council is a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

MAV WorkCare

Council was a participant of the MAV WorkCare Scheme. The MAV WorkCare Scheme provided workers compensation insurance. MAV WorkCare commenced business on 1 November 2017 and the last day the Scheme operated as a self-insurer was 30 June 2021. In accordance with the *Workplace Injury Rehabilitation and Compensation Act 2013*, there is a six year liability period following the cessation of the Scheme (to 30 June 2027). During the liability period, adjustment payments may be required (or received). The determination of any adjustment payments is dependent upon revised actuarial assessments of the Scheme's tail claims liabilities as undertaken by Work Safe Victoria. If required, adjustments will occur at the 3-year and 6-year points during the liability period, and will affect participating members.

Legal actions

Council is presently involved in several confidential legal matters, which are being conducted through Council's solicitors. As these matters are yet to be finalised, and the financial outcomes are unable to be reliably estimated, no allowance for these contingencies has been made in the financial report.

(c) Guarantees for loans to other entities

The City of Casey has guaranteed a loan of up to \$150k for the Narre Warren Football Netball Club.

The amount disclosed for financial guarantee in this note is the nominal amount of the underlying loan that is guaranteed by the Council, not the fair value of the financial guarantee.

Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised.

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2024 reporting period. Council assesses the impact of these new standards.

In December 2022 the Australian Accounting Standards Board (AASB) issued *AASB 2022-10 Amendments to Australian Accounting Standards - Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities* to modify *AASB 13 Fair Value Measurement*. *AASB 2022-10 amends AASB 13 Fair Value Measurement for fair value measurements of non-financial assets of not-for-profit public sector entities not held primarily for their ability to generate net cash inflows*. The AASB 13 modifications:

- are applicable only to not-for-profit public sector entities;
- are limited to fair value measurements of non-financial assets not held primarily for their ability to generate net cash inflows;
- are to be applied prospectively for annual periods beginning on or after 1 January 2024;
- would not necessarily change practice for some not-for-profit public sector entities; and do not indicate that entities changing practice in how they measure relevant assets made an error in applying the existing requirements of AASB 13.

Council will assess any impact of the modifications to AASB 13 ahead of the 2024-25 reporting period.

In December 2022 the Australian Accounting Standards Board (AASB) issued *AASB 2022-6 Amendments to Australian Accounting Standards - Non-current Liabilities with Covenants*. *AASB 2022-6 amends AASB 101 Presentation of Financial Statements* to improve the information an entity provides in its financial statements about long-term liabilities with covenants where the entity's right to defer settlement of those liabilities for at least twelve months after the reporting period is subject to the entity complying with conditions specified in the loan arrangement. The amendments in AASB 2022-6 are effective for annual periods beginning on or after 1 January 2024. Council will assess any impact of the modifications to AASB 101 ahead of the 2024-25 reporting period.

8.3 Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the material accounting policy information and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes council to fair value interest rate risk. Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 2020*. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period. Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

- Council have a policy for establishing credit limits for the entities Council deal with;
- Council may require collateral where appropriate; and
- Council only invest surplus funds with financial institutions which have a recognised credit rating specified in Council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council’s financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when council provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any allowance for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of council’s operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council’s maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1(c), and is deemed insignificant based on prior periods data and current assessment of risk.

There has been no significant change in Council’s exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management’s knowledge and experience of the financial markets, Council considers the following movements are ‘reasonably possible’ over the next 12 months:

- A parallel shift of +1.0% and -1.0% in market interest rates (AUD) from year-end rates of 4.35%

These movements will not have a direct material impact on the valuation of Council’s financial assets and liabilities, nor will they have a material impact on the results of Council’s operations.

8.4 Fair value measurement

Fair value hierarchy

Council’s financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council’s financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian

Accounting Standards. *AASB 13 Fair value measurement*, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 – Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
- Level 3 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. (For plant and equipment carrying amount is considered to be approximate fair value given short useful lives). At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets every 5 years. The valuation is performed either by experienced Council officers or independent experts.

The following table sets out the frequency of revaluations by asset class.

Asset class	Revaluation frequency
Land	5 years
Buildings	5 years
Road	5 years
Bridges	5 years
Footpaths and cycleways	5 years
Drainage	5 years
Recreation, leisure and community facilities	5 years
Waste management	5 years
Parks, open space and streetscapes	5 years
Other infrastructure	5 years

Where the assets are revalued, the revaluation increases are credited directly to the asset revaluation reserve except to the extent that an increase reverses a prior year decrease for that class of asset that had been recognised as an expense in which case the increase is recognised as revenue up to the amount of the expense. Revaluation decreases are recognised as an expense except where prior increases are included in the asset revaluation reserve for that class of asset in which case the decrease is taken to the reserve to the extent of the remaining increases. Within the same class of assets, revaluation increases and decreases within the year are offset.

Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

8.5 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

Note 9 Other matters

9.1 Reserves

(a) Asset revaluation reserves

	Balance at beginning of reporting period	Increase (decrease)	Balance at end of reporting period
2024	\$'000	\$'000	\$'000
Property			
Land and land improvements	2,495,323	(16)	2,495,307
Buildings	201,461	(617)	200,844
	2,696,784	(633)	2,696,151
Infrastructure			
Roads	474,783	192,768	667,551
Bridges	30,416	12,519	42,935
Footpaths and cycleways	10,446	23,267	33,713
Drainage	309,241	(117)	309,124
Recreational, leisure and community facilities	33,381	26,675	60,056
Waste management	3,043	(580)	2,463
Parks, open space and streetscapes	19,278	14,971	34,249
Off-street car parks	14,873	6,335	21,208
	895,461	275,838	1,171,299
Total asset revaluation reserves	3,592,245	275,205	3,867,450
2023	\$'000	\$'000	\$'000
Property			
Land and land improvements	2,181,626	313,697	2,495,323
Buildings	179,807	21,654	201,461
	2,361,433	335,351	2,696,784
Infrastructure			
Roads	475,531	(748)	474,783
Bridges	30,550	(134)	30,416
Footpaths and cycleways	10,593	(147)	10,446
Drainage	309,358	(117)	309,241
Recreational, leisure and community facilities	33,438	(57)	33,381
Waste management	926	2,117	3,043
Parks, open space and streetscapes	20,011	(733)	19,278
Off-street car parks	14,907	(34)	14,873
	895,314	147	895,461
Total asset revaluation reserves	3,256,747	335,498	3,592,245

The asset revaluation reserve is used to record the increased (net) value of Council’s assets over time.(

b) Other reserves

	Balance at beginning of reporting period	Transfer to accumulated surplus	Transfer from accumulated surplus	Balance at end of reporting period
2024	\$'000	\$'000	\$'000	\$'000
Asset Reserve	102,796	(85,670)	31,211	48,337
Developer Reserve	123,390	(52,016)	85,422	156,796
General Reserve	19,343	(11,044)	7,904	16,203
Total Other reserves	245,529	(148,730)	124,537	221,336

2023				
Asset Reserve	85,390	(35,077)	52,483	102,796
Developer Reserve	103,547	(59,260)	79,103	123,390
General Reserve	49,933	(36,506)	5,916	19,343
Total Other reserves	238,870	(130,843)	137,502	245,529

Other Reserves represent unspent funds set aside for specific future expenditure on Assets and Capital Works, Developer Works and General Operations.

9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)

	2024	Restated 2023
	\$'000	\$'000
Surplus/(deficit) for the year	134,405	282,203
Non-cash adjustments:		
Profit/(loss) on disposal of property, infrastructure, plant and equipment	4,071	3,289
Contributions - Non-monetary assets	(112,073)	(210,829)
Depreciation/ Amortisation	76,942	71,669
Finance costs	1,801	2,041
Share of net loss (or profit) of associates and joint ventures	(560)	(363)
Prior year capital works expensed	5,896	10,768
Payments for property, infrastructure, plant and equipment expensed	23,737	12,641
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(2,357)	(8,244)
(Increase)/decrease in interest receivables	(1,724)	(5,669)
(Increase)/decrease in prepayments	(827)	(1,408)
Increase/(decrease) in trade and other payables	2,958	(1,621)
(Decrease)/increase in contract and other liabilities	1,280	(2,108)
(Decrease)/increase in other liabilities	(3,454)	12,010
(Decrease)/increase in provisions	292	240
Net cash provided by/(used in) operating activities	130,387	164,619

9.3 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

Accumulation

The Fund’s accumulation category, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2024, this was 11.0% as required under Superannuation Guarantee (SG) legislation (2023: 10.5%))

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund’s Defined Benefit category. This is because the Fund’s Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Casey City Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119 Employee Benefits.

Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary. A triennial actuarial investigation for the Defined Benefit category as at 30 June 2023 was conducted and completed by 31 December 2023. The vested benefit index (VBI) of the Defined Benefit category as at 30 June 2023 was 104.1%. Council was notified of the 30 June 2023 VBI during August 2023. The financial assumptions used to calculate the 30 June 2023 VBI were:

- Net investment returns 5.7% pa
- Salary information 3.5% pa
- Price inflation (CPI) 2.8% pa.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2023 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category’s funding arrangements from prior years.

Employer contributions

(a) Regular contributions

On the basis of the results of the 2023 triennial actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund’s Defined Benefit category at rates determined by the Fund’s Trustee. For the year ended 30 June 2024, this rate was 11.0% of members’ salaries (10.5% in 2022/23). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2023 triennial valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

(b) Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category’s VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 98% from 26 July 2024 (previously 97%).

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund’s participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund’s Defined Benefit category, together with the employer’s payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer’s successor.

The 2023 triennial actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. A full investigation was conducted as at 30 June 2023.

The Fund’s actuarial investigation identified the following for the Defined Benefit category of which Council is a contributing employer:

	2023 (Triennial) \$m	2022 (Interim) \$m
• A VBI Surplus	84.7	44.6
• A total service liability surplus	123.6	105.8
• A discounted accrued benefits surplus	141.9	111.9

The VBI surplus means that the market value of the fund’s assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2023.

The total service liability surplus means that the current value of the assets in the Fund’s Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2023.

The discounted accrued benefit surplus means that the current value of the assets in the Fund’s Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2023.

The 2024 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund’s position as at 30 June 2024 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2024.

The VBI of the Defined Benefit category was 105.4% as at 30 June 2024. The financial assumptions used to calculate the 30 June 2024 VBI were:

- New investment returns 5.6% pa
- Salary information 3.5% pa
- Price inflation (CPI) 2.7% pa

Council was notified of the 30 June 2024 VBI during August 2024.

Because the VBI was above 100%, the Defined Benefit category was in a satisfactory financial position at 30 June 2024 and it is expected that the actuarial investigation will recommend that no change will be necessary to the Defined Benefit category’s funding arrangements from prior years.

The 2020 triennial investigation

The last triennial actuarial investigation conducted prior to 30 June 2023 was at 30 June 2020. This actuarial investigation was completed by 31 December 2020. The financial assumptions for the purposes of that investigation was:

	2020 (Triennial investigation)	2023 (Triennial investigation)
Net investment return	5.6% pa	5.7% pa
Salary inflation	2.5% pa for the first two years and 2.75% pa thereafter	3.5%
Price inflation	2% pa	2.8% pa

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2024 are detailed below:

Scheme	Type of Scheme	Rate	2024 \$,000	2023 \$,000
Vision super	Defined benefits	11.0% (2023:10.5%)	170	203
Vision super	Accumulation	11.0% (2023:10.5%)	5,622	5,879

During the year Council has paid no unfunded liability payments to Vision Super.

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2024.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2025 is \$190K.

9.4 Prior period adjustments - Non Monetary Contributions

Due to the timing of the information flow associated with the recognition of non-monetary contributions, \$152.63 million related to the financial year 2022/23 or earlier was not recognised in the year to which it pertained.

This has resulted in an understatement of the non-monetary contributions income for the fiscal year ending on 30 June 2023 by \$123.41 million, and for the fiscal year ending on 30 June 2022 and prior years by \$29.22 million.

The timing of recognition also led to an understatement of the value of property, infrastructure, plant, and equipment, as well as the accumulated surplus. As of 30 June 2023, the understatement was \$123.41 million, and as of 30 June 2022, it was \$29.22 million.

These errors have been corrected by restating each affected financial statement line item at 30 June 2023 or 1 July 2022 where relevant and the impact of such correction is set out in the table below.

	June 2023 as previously presented	Prior period adjustments	June 2023 as restated
Impact of change on the comprehensive income statement	\$'000	\$'000	\$'000
Contributions – non monetary	87,425	123,404	210,829
Total income/ revenue	589,941	123,404	713,345
Surplus (deficit) for the year	158,799	123,404	282,203
Total comprehensive result	496,504	123,404	619,908
Impact of change on the balance sheet			
Property, infrastructure, plant and equipment	6,643,270	152,624	6,795,894
Total non-current assets	6,664,907	152,624	6,817,531
Total assets	7,088,591	152,624	7,241,215
Net assets	6,901,376	152,624	7,054,000
Accumulated surplus	3,063,602	152,624	3,216,226
Total equity	6,901,376	152,624	7,054,000
Impact of change on statement of changes in equity			
Surplus (deficit) for the year	158,799	123,404	282,203
Accumulated surplus	3,063,602	152,624	3,216,226
Total equity	6,901,376	152,624	7,054,000

There is no impact on the total operating, investing or financing cash flows for the year ended 30 June 2023.

There is no impact on the statement of capital works for the year ended 30 June 2023.

Note 10 Change in accounting policy

There have been no changes to accounting policies in the 2023/24 year.

Glossary of terms

Advocacy	Publicly supporting or recommending programs or services on behalf of our community to other tiers of government or service providers for community benefit.
Annual report	A report of the council's operations of the previous financial year and contains a report of operations, audited financial statements and an audited performance statement.
Appropriateness	Means indicators or measures that provide users with sufficient information to assess the extent to which an entity has achieved a pre-determined target, goal or outcome.
Budget	A plan setting out the services and initiatives to be funded for the financial year and how they will contribute to achieving the strategic objectives specified in the council plan.
Capital Works Program	Program of scheduled infrastructure works generally encompassing capital works for road, drainage and building assets.
Community Grants	Council allocates a sum of money for our Community Development Community Grants program as part of the annual budget process. The funding supports not for profit community organisations in Casey.
Council Plan	A plan setting out the medium-term strategic objectives, strategies, strategic indicators and resources reflecting the vision and aspirations of the community for the next four years.
Financial performance indicators	A prescribed set of indicators and measures that assess the effectiveness of financial management in a council covering operating position, liquidity, obligations, stability and efficiency.
Financial statements	Financial statements and notes prepared in accordance with the Local Government Model Financial Report, Australian Accounting Standards and other applicable standards as they apply to the general purpose financial reports and a statement of capital works and included in the annual report.
Financial year	The period of 12 months ending on 30 June each year.
Governance	Council's responsibility for the economic and ethical performance of the municipality.
Governance and management checklist	Prescribed checklist of policies, plans and documents that councils must report the status of in the report of operations, covering engagement, planning, monitoring, reporting and decision making.
Indicator	What will be measured to assess performance.
Initiatives	Actions that are one-off in nature and/or lead to improvements in service.
Major initiatives	Significant initiatives that will directly contribute to the achievement of the council plan during the current year and have a major focus in the budget.
Maternal and Child Health (MCH) Service	Service provided by a Council to support the health and development of children within the municipality from birth until school age.
Measure	How an indicator will be measured and takes the form of a computation, typically including a numerator and denominator.
Minister	Minister for Local Government.
Performance statement	A statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the annual report.
Planning and accountability framework	Key statutory planning and reporting documents that are required to be prepared by councils to ensure accountability to local communities in the performance of functions and exercise of powers under the Act.
Regulations	Local Government (Planning and Reporting) Regulations 2020.
Report of operations	Report containing a description of the operations of the council during the financial year and included in the annual report.

Services	Assistance, support, advice and other actions undertaken by a council for the benefit of the local community.
Service outcome indicators	Prescribed service performance indicators to be included in the performance statement which measure whether the stated service objective has been achieved.
Service performance indicators	Prescribed set of indicators measuring the effectiveness and efficiency of council services covering appropriateness, quality, cost and service outcomes.
Strategic objectives	Outcomes a council is seeking to achieve over the next four years and included in the council plan.
Financial plan	Plan of the financial and non-financial resources for at least the next four years required to achieve the strategic objectives in the council plan. It is also referred to as a long term financial plan.
Strategies	High level actions directed at achieving the strategic objectives in the council plan.
Sustainable capacity indicators	A prescribed set of indicators measuring whether councils have the capacity to meet the agreed service and infrastructure needs of the local community and absorb foreseeable changes and unexpected shocks into the future covering financial performance, capacity and governance and management.

Appendix A: Our Community information

Population

The population of Casey is expected to grow to 614,075 by 2046.²

It is estimated that between June 2022 and June 2023, Casey grew by 13,000 people, making it the third largest growing LGA in Victoria.³

Most of Casey’s future growth is forecast to occur in Clyde (6.18% average annual growth rate).²

Age

The largest age cohort in Casey is estimated to be people aged 35–39 years old (31,600 people in 2021) and is expected to remain the largest 45,000 people by 2046).

The median age is 34.

23% of Casey’s population are children aged 0–14 years old, 13% are young people aged 15–24, 53% are people aged 25–64, and 11% are people aged 65 and over.¹

Education

44% of Casey residents do not have a qualification, 20% have vocational training, and 17% have a bachelor or higher degree.⁴

53% of Casey residents have completed year 12 (or equivalent), this is similar to the Victorian figure of 54%.⁴



Cultural Diversity

Casey is one of the most culturally diverse LGAs in Australia. More than two thirds of Casey residents have at least one parent born overseas, with two in five born overseas themselves from more than 150 different countries.¹

Casey has the largest Afghan-born population in Australia.¹

The top three ancestries in Casey are English, Australian and Indian.¹

The top three religious affiliations are Christianity, Islam and Hinduism. 28% of Casey residents have no religious affiliation.¹

42% of Casey residents speak a language other than English at home. Of those, 86% speak English well or very well.¹

The top three languages used at home other than English are Punjabi, Sinhalese and Hazaragi, among many others.¹

6% of Casey residents speak little to no English.¹

Residents’ top three countries of birth are Afghanistan, India and Sri Lanka

Casey is home to 8% of Victoria’s asylum seeker population that hold a bridging visa E (an increase of 2% from 2022).⁵

Casey is considered one of the settlement cities across Australia, being Local Government Areas which settle a large share of refugees during their first years of life in Australia. Casey has been one of the top eight destinations for humanitarian arrivals in the last decade.⁷



Aboriginal and Torres Strait Islander population

55% of Casey’s Aboriginal and Torres Strait Islander residents are aged under 25 years. ¹

Casey has the second largest Aboriginal and Torres Strait Islander youth population (aged under 25 years) in Greater Melbourne after Wyndham.¹

46% are couple families with children, 33% are one parent families and 19% are couples without children.⁴



How we live Households

There are an estimated 113,400 households, 93,000 families and 118,000 dwellings in the City of Casey in 2021.¹

It is expected that there will be 194,800 households, and 202,900 dwellings in Casey by 2046.²

As of 2021, 47% of households were couple families with children, 21% were couples without children, 12% were one parent families and 16% were lone person households.¹

19% of households in Casey earn a high income (\$2,500 or more per week) and 13% were classified as low-income households (less than \$650 per week), compared with 22% and 16% respectively for the south east metropolitan region.⁴



Employment

The top three industries by local jobs in Casey are health care and social assistance (17% of all jobs), construction (14% of all jobs) and retail (13% of all jobs).⁶

There was a 3% increase in the number of Casey residents working in the health care and social assistance industry and an 2% increase in the education and training industry between 2016 and 2021.⁶

In 2023, Casey’s local economy generated \$13.88 billion in net wealth (Gross Regional Product or GRP) making up over 2.59% of Victoria’s GSP (Gross State Product).⁶

There are 33,800 local businesses in Casey.⁶

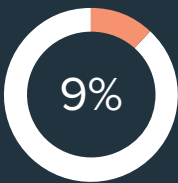


Health and Wellbeing

24% of Casey residents are living with one or more long-term health conditions. ¹

7% of Casey residents are living with a long-term mental health condition (including depression or anxiety).¹

5% of Casey residents are living with a profound disability requiring assistance.¹



9% of Casey residents volunteer through an organisation or group.¹

Footnotes:

¹ ABS, 2021. *Some facts are based on the latest available information from the 2021 Census data.*

² Forecast.id 2022

³ ABS Estimated Resident Population, 2023

⁴ Profile.id 2023

⁵ DHA, 2023

⁶ NIEIR, 2023 ; ABS, 2021 (experimental imputed) — by place of work

⁷ Edmund Rice Centre, 2022

NB: All percentages have been rounded to the nearest whole number. All figures have been rounded to the nearest hundred.



Contact City of Casey

03 9705 5200

NRS: 133 677 (for the deaf, hearing
or speech impaired)



TIS: 131450 (Translating and Interpreting Service)

口译员 | مترجم شفاهی | හාමු පරිවර්තක | བཤམ་པོ་ཤེས་པ་ | ترجمان

PO Box 100,
Narre Warren VIC 3805

caseycc@casey.vic.gov.au
casey.vic.gov.au

 facebook.com/CityOfCasey

 @CityOfCasey

 @cityofcaseycouncil

Customer Service Centres

Cranbourne

Customer Service Centre
Cranbourne Park Shopping Centre,
Shop 156,
South Gippsland Highway,
Cranbourne

Narre Warren

Bunjil Place,
2 Patrick Northeast Drive,
Narre Warren